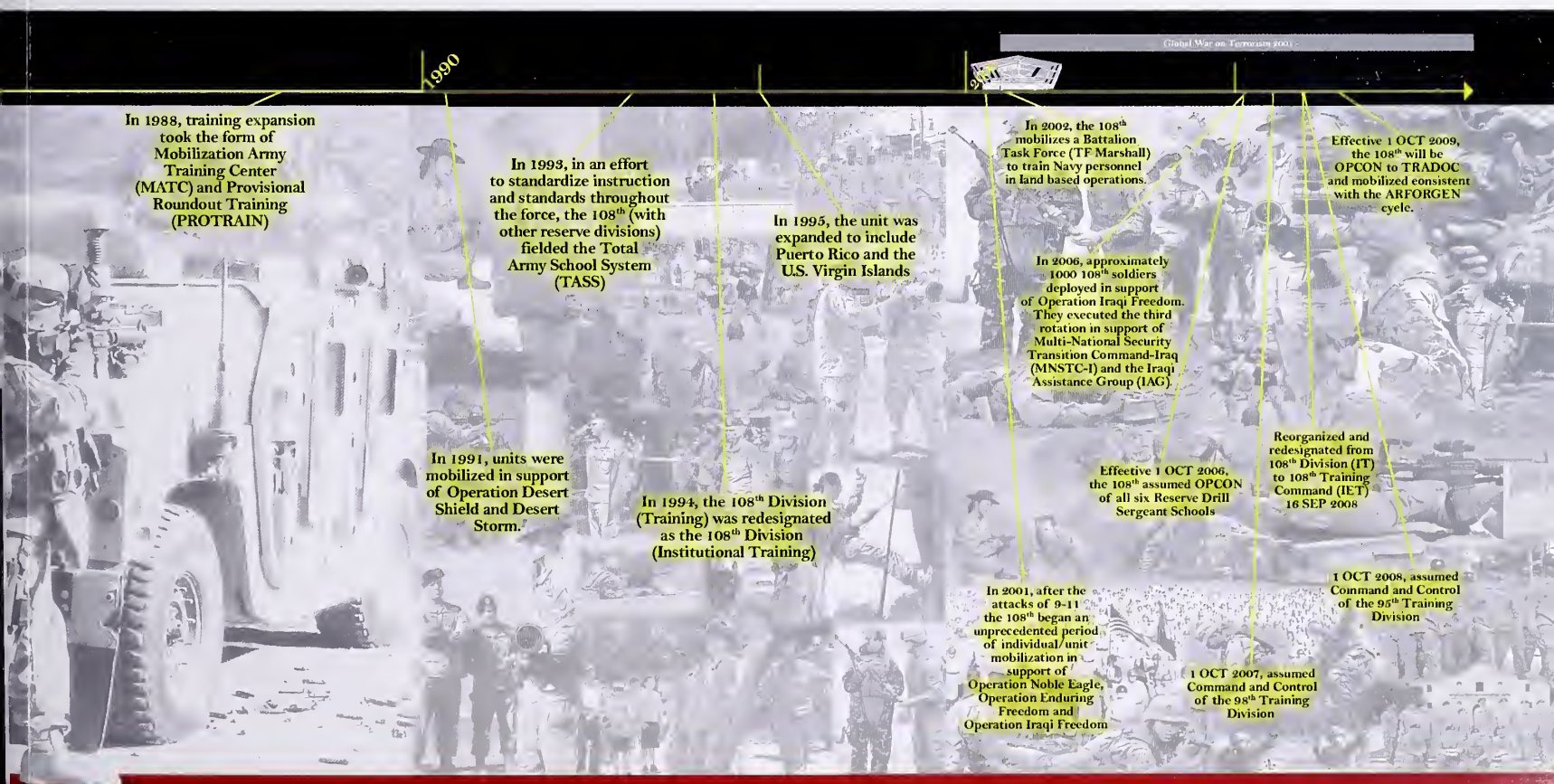




The 108th Training Command: A History of Embracing Innovation & Shaping the Future



1946 - 2010



In 1988, training expansion took the form of Mobilization Army Training Center (MATC) and Provisional Roundout Training (PROTRAIN)

1990

In 1993, in an effort to standardize instruction and standards throughout the force, the 108th (with other reserve divisions) fielded the Total Army School System (TASS)

In 1991, units were mobilized in support of Operation Desert Shield and Desert Storm.

In 1994, the 108th Division (Training) was redesignated as the 108th Division (Institutional Training)

In 1995, the unit was expanded to include Puerto Rico and the U.S. Virgin Islands

In 2002, the 108th mobilizes a Battalion Task Force (TF Marshall) to train Navy personnel in land based operations.

In 2006, approximately 1000 108th soldiers deployed in support of Operation Iraqi Freedom. They executed the third rotation in support of Multi-National Security Transition Command-Iraq (MNSTC-I) and the Iraqi Assistance Group (IAG).

Effective 1 OCT 2006, the 108th assumed OPCON of all six Reserve Drill Sergeant Schools

Effective 1 OCT 2009, the 108th will be OPCON to TRADOC and mobilized consistent with the ARFORGEN cycle.

Reorganized and redesignated from 108th Division (IT) to 108th Training Command (IET) 16 SEP 2008

In 2001, after the attacks of 9-11 the 108th began an unprecedented period of individual/unit mobilization in support of Operation Noble Eagle, Operation Enduring Freedom and Operation Iraqi Freedom

1 OCT 2007, assumed Command and Control of the 98th Training Division

1 OCT 2008, assumed Command and Control of the 95th Training Division



The 108th Training
Command: *A History
of Embracing Innovation
& Shaping the Future*

FIRST EDITION

LTC Voris Weldon McBurnette, Editor



MMX

First Edition

2010

The 108th Training Command: A History of Embracing Innovation & Shaping the Future

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Dedicated to the fallen...

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Foreword



A *History of Embracing Innovation & Shaping the Future.* This phrase captures the over-arching theme of this historical narrative about the 108th Training Command (Initial Entry Training) and its' heritage as a Division in multiple configurations. In this context, it is also a broader history of the other Training Divisions in the US Army Reserve, some of whose units and legacies are now part of the nationwide footprint of the 108th Training Command (IET). Specifically, this compendium is designed to accomplish five goals.

First, this is the only known compendium of the 108th Training Command's historical legacy. Other than annual historical summaries submitted to higher headquarters, there has been no previously published

work that provided a complete narrative of the 108th Training Command's history from its inception as an Airborne Division in 1946. This narrative is not intended to be exhaustive or meet the specifications of an official history. However, it does provide a general treatment of the organization, missions and contributions of the 108th in all of its' forms and, by implication, the other USAR Divisions which had similar structures and missions in different areas of the country.

Secondly, this work is designed to present a more complete treatment of Post 9-11 mobilizations and missions by 108th Soldiers and units in support of OPERATION NOBLE EAGLE to protect the homeland; OPERATION ENDURING FREEDOM in Afghanistan; OPERATION IRAQI FREEDOM to train, advise and mentor Iraqi Security Forces; special stateside training missions to train recalled Individual Ready Reserve Soldiers, Navy augmentees, and deploying Army Reserve Soldiers; and training base expansion missions in support of TRADOC initial entry training requirements. In this context we highlight the contributions of our Soldiers and by extension the support and sacrifice of their families and employers, and pay special tribute to our fallen comrades and their families, as well as Soldiers who bear the wounds, seen and unseen, of service in a combat theater.

Thirdly, as the reader absorbs the historical scope of the 108th and its missions,



we hope that this provides opportunities for professional development in the broader sense to our current and future leadership: Officer and NCO, drilling reservist and full time support, Soldier and Civilian. We encourage discussions by leadership at all levels, Company, Battalion, Brigade, Division and the Training Command, to understand the ongoing dynamic of the entirety of the 108th Training Command as a military organization and how individual leaders can make a difference at whatever level or assignment in which they serve. In short, the 108th has never been a static organization satisfied with simply accomplishing assigned missions or meeting statistical requirements or metrics – which we have always done with considerable success. Rather, this is an organization with a legacy of seeking out more innovative, effective and efficient ways of utilizing our resources to contribute to the national defense. Change and innovation are in our genes – it's who we are as an organization and how we operate. While change is always difficult and often met with resistance, creating and exploiting opportunities is how we shape the future.

Fourthly, we have included a discussion on strategic planning in a more focused examination of how cutting edge leaders and staff can use a structured and rigorous

process to shape the future and how programs such as Lean Six Sigma, Business Transformation, and the Army Community of Excellence (ACOE) can ensure organizational commitment and progress toward strategic goals.

Finally, we hope that this book will serve as a means for each Soldier who has served in the 108th Division or Training Command to highlight their service to the Army and our Nation. It has not been possible to include every mission and accomplishment across the years due to gaps in the historical record and, in this digital age, some loss of electronically stored source material. Given general descriptions, and some specific examples of missions, we hope that we have provided the context for each Soldier to append at the end of the book his or her personal experiences, contributions, opinions and photos. Each of us has a personal history that needs to be told in detail for the benefit of our families and friends. Service to our Nation in the armed forces is often passed from generation to generation, and with less than one percent of our population currently serving in the Armed Forces of the United States, we owe it to our Country to showcase your service as an example. So I encourage you to not put the evidence of your service in the attic, but to put it on the coffee table for all to see.

MG James Mallory III
Commanding General



A message from the CXO



The Importance of History... History is important and it does matter. Just as parents spend much time and effort teaching their children family history, the 108th Training Command (IET) senior leaders have chosen to likewise ensure our Soldiers understand our past so that we can better and more clearly understand who we are as a Command and how our cultural values were formed over time. We must understand where we came from before we can begin to understand how rapid change, progression and transformation have set us in our current direction. As our Commanding General (Major General James Mallory III) has stated on numerous occasions, "words have meaning!" It is through the words in this first ever 108th Training Command (IET) history book that readers can discover the genesis of the 108th Division and how the unit and Soldiers of the Command have dignified themselves over and over again throughout multiple reorganizations and conflicts to our current National Training Command end-state.

Visitors to the Command Headquarters will find an array of photos depicting all of the commands past commanding Generals and Command Sergeants Majors. Our previous senior leaders hold great importance to us as do their individual and unit/collective accomplishments. It

is through a thorough understanding of the rich 108th history, that we are capable of shedding light on our experiences. When people ask me what organization I belong to and I respond with the 108th Training Command, they immediately associate me with a Command that has a strong historical reputation for excellence and they begin to reflect on all the great leaders they know from within the 108th. Furthermore, they initially perceive me as being a person of strong character in large part, due to the strong historical reputation and accomplishments of the unit.

Whenever USARC (United States Army Reserve Command) has an internal mission to accomplish or even an Overseas Contingency Operation and they look across the multitude of Commands they have to choose from, they can look to the 108th in a very positive light based on how our leaders and Soldiers have carried themselves in the past. History is important because it helps us to understand the present and teaches us values. The great leaders of the 108th Training Command (IET); 108th Training Division (IT) or any of our past organizational structures will never be forgotten, because they are admired and revered. They have influenced current generations who in turn will influence future generations. Even through death, their greatness will live on just as we honor our Fallen Soldiers with a memorial to forever remember that they paid the



ultimate price in support of this great command/nation. Their service stands as a constant reminder that their lives have influenced those who read of their greatness in these timeless historical 108th pages.



Mr. Larry Cruz
Command Executive Officer





Preface

This book is based on the annual historical reports of the 108th Division / Training Command staff and subordinate units as well as information taken from Soldier narratives, computer data bases, newspaper articles, official correspondence, and division newspapers. The body of the document as well as the appendices contains a selection of significant primary documents. Some of this material provides direct support for statements made within the text. The remainder provides general information. This book is in compliance with AR 870-5, Military History: Responsibilities, Policies, and Procedures, dated 21 September 2007. This document will be used by the USARC Command Historian and the U.S. Army Center for Military History as a reference document and as a source for formal histories of the U.S. Army. Within the 108th Training Command (IET), it should serve as a comprehensive record of activities, as a reference document for current staff, and as a professional development/ orientation tool for incoming staff and command teams from the organization's highest level down to company command.

Acknowledgements

The funds to publish this book would not have been available but for dedicated efforts of the 108th Training Command staff who in the midst of multiple missions and reorganizations took up the challenge to compete in the Army Community of Excellence (ACOE) competition, winning cash awards two years in a row sufficient to build the Memorial to our Fallen Comrades, a Museum to honor our history, and finally to compile and print this history.

I do want to pay tribute to the 108th Division Soldiers; their tireless efforts at home and on the battlefield enabled this vision to become a reality. To the many authors who have taken time to capture their team's story, thank you. Your accurate depiction of your Soldier's trial and tribulations during GWOT has allowed us to show a rich qualitative history of the Unit.

I came into this when the museum needed a project manager. My particular skills seemed a good fit to complete that project. From there, the once-dead idea of creating a book dedicated to our Soldier's accomplishment and unit's history was reborn. There are so many people to thank that it is probably best to thank everyone without mentioning anyone specific. So many people have been involved with this project one way or another that everyone's name probably should be mentioned. Finally, I want to thank every Soldiers' family, including mine, for supporting the cause of commemorating the efforts of the 108th.





The Strategy of Performance Excellence and ACOE

Four years ago, transforming from an Institutional Training Division to a Training Command and now commanding and controlling 3 subordinate Divisions, has caused the 108th leaders to extend their leadership reach and influence to strategic levels in the USAR and across the whole Army training base. This functional organizational command perspective has led to growth opportunities and bred a strategic thinking environment that is building directly to the Chief of The Army Reserve's goal of establishing the USAR as an Operational Force in the Army. Repeated mission success across our history and heritage has shown the 108th Training Command to be a relevant operational force. Enabled largely by our recently formalized OPCON relationship with our primary customer (TRADOC), we are cast as a real time, relevant force – answering the Army's annual recurring training base and mobilization needs.

The 108th Training Command keeps building on its foundation of success through our commitment to strategic planning, innovation and performance excellence. The historical success of the 108th demonstrates keen agility to adopt value added change. This innovative culture, coupled with forward thinking leaders -- as command-wide change agents, continue to hallmark the 108th's success. The 108th's ability to adapt to continuous and ongoing

transition results in our habitual learning, implementation, and application of continuous improvement programs such as Business Transformation, Lean Six Sigma, and Army Community of Excellence (ACOE).

In 1995, the U.S. Army developed and implemented the Army Performance Improvement Criteria (APIC) as a framework for improving operational performance. APIC was a green (or Army) version, adopted from the Malcolm Baldrige Criteria for Performance Excellence. Refined periodically, the Malcolm Baldrige Criteria of Performance Excellence is an internationally recognized organizational touchstone used to assess and meter an organization's mission and vision focus towards true excellence. As the organizational industry standard, it capitalizes on systemic programs and processes that breed long term performance excellence. Recently, the Army adopted the full Malcolm Baldrige Criteria for Performance Excellence. The Baldrige Criteria framework design applies to any organization to improve overall performance starting with a self assessment and working to define and design systematic processes that drive towards improving sustainable results.

The ACOE Program was established to recognize performance excellence of Army organizations. It does this by assessing a

myriad of dimensions of leadership and management acumen consistent with the Total Army Quality Management using the Baldrige criteria. By using the Baldrige Criteria, the ACOE identifies best leadership practices in Army organizations and reveals opportunities to apply performance improvement skills and tools. Furthermore, the ACOE annually rewards organizations that demonstrate excellence through systemic, repeatable and substantive processes and systems that lead to performance excellence.

Two years ago, the 108th Training Command adopted the Baldrige Criteria to guide its journey towards becoming the premier U.S. Army Reserve training organization. We deployed these criteria throughout the 108th, which led to our initial participation in the Army Community of Excellence (ACOE) competition. For each of the last two years, the 108th completed an organizational self-assessment to measure how well we; 1) met our strategic and operational goals, 2) fulfill customer needs and 3) inculcate a culture of excellence. Benchmarked against similar Training Command organizations across the Army, the 108th succeeded in winning in its competitive category in both 2008 and 2009. The 108th then used the financial awards to build a memorial for fallen Soldiers as well as publish this compendium – both as a tribute to the sacrifice of our Soldiers' commitment to excellence and service.

The benefits of participating in ACOE (and more importantly the Malcolm Baldrige

criterion) extend far beyond the short lived monetary rewards and applause at award ceremonies. A rigorous application of Baldrige has served to make the 108th a higher performing organization by promoting a creative and flourishing culture of innovation, constructive change and continuous improvement. It fosters an environment of organizational performance excellence, and a focus on continued future excellence. One of the leading gains from the most recent ACOE packet submission was inculcating the critical value of our strategic planning process as the transforming leverage of our vision into our reality. As a result, the 108th Training Command designed and refined a strategic planning process which exploits customer collaboration, mission focus, long and short range planning, measurable execution, and accountability. While still in the early stages of the process, the Command has improved its performance by focusing on and responsively executing what is essential for long term success. This goes to the heart of our performance excellence approach as not just something we do, but is what we do – in all we do.



Introduction



*Command Sergeant Majors Past and Present:
CSM Roxanne Castille (Past) & CSM William Payne
congratulate NCOs at a ceremony held at Fort McCoy
June, 2006*



The 108th Training Command

Our Mission, Our Vision, Our Shared Values

The 108th Training Command's mission is to provide highly professional, trained, and ready Drill Sergeants, Instructors, Cadre and Units to conduct Initial Military Training in support of US Army Training and Doctrine Command and the US Army Accessions Command and to provide security force assistance to train, advise and assist joint, multi-component and multi-national forces.

Our Vision as the premier US Army Reserve training organization is to provide both operational and strategic capabilities to the US Army as the force provider of Units employed IAW ARFORGEN in support of Initial Military Training and as required, Units and Soldiers to train, advise and assist any service, multi-component, inter-agency or multi-national organization in both CONUS training missions or OCONUS stability operations in the full spectrum environment.

Our Success is built on a foundation of shared values and commitment to excellence – We are a customer-driven organization that is focused on creating value for our customers, partners, and stakeholders. We value our employees, families, civilian employers and volunteers and the services that all provide to our organization and our country. We are a learning organization that fosters an environment for innovation, empowerment and development. We are agile and focus on the future. Our leadership is visionary, manages by fact, and emphasizes innovation within a systems framework that results in performance excellence.

108th Training Command Missions and Capabilities

The 108th Training Command Provides command and control for Initial Entry Training (IET) Divisions and the USAR Drill Sergeant School. It serves as the United States Army Reserve's sole IET force provider. It task organizes subordinate units as needed to provide mission ready units to support and expand the TRADOC training base. The headquarters mobilizes units to expand training base mission as directed. It mobilizes units to support missions to in process and train IRR Soldiers. On order, it provides mission oversight and management of Army Reserve Foreign Military Training tasking(s), to include providing personnel to fill training teams and/or Joint Military Headquarters staff. Coordinates force structure and stationing guidance to subordinate units. It coordinates with HRC regarding drill sergeant accessions and the drill sergeant life cycle management process. Missioning is based



on the direct reporting command relationship to the United States Army Reserve Command with operation control provided by Headquarters, TRADOC.

This unit is capable of providing command and control support to Initial Entry Training Divisions with subordinate units down to company level located throughout CONUS and OCONUS states and territories. The Initial Entry Training Divisions are operationally focused and functionally organized to support accomplishment of the Initial Entry Training Mission of the United States Army. Each Initial Entry Training Division provides command and control of four Initial Entry Training Brigades with a combination of twenty three Basic Combat and One Station Unit Training battalions. Initial Entry Training Division strength is approximately 3500 with a capacity of 90,000 enlistees during full mobilization IAW ARFORGEN, production of 16,000 IET Soldiers annually. During Inactive Duty Training, drill sergeants of the IET Command provide remedial and reinforcing training and evaluative functions in the Soldier core competencies of warrior tasks and battle drills, marksmanship and annual weapon qualification and physical fitness to US Army Reserve and Army National Guard organizations. The Training Command Headquarters through the United States Army Reserve Drill Sergeant School is currently the sole source for the production of USAR Drill Sergeants and functions as the proponent for all matters pertaining to USAR drill sergeant production, certification, professional standards, qualification, remedial training and professional development.



About the Editor



The editor (Voris Weldon McBurnette) is a forty-year-old African American male. He was born in Philadelphia,

Pennsylvania, in 1969. He spent his formative years in that area. He graduated from Overbrook High School in Philadelphia in 1987.

He received his B.A. from Saint Augustine's College in Raleigh, North Carolina in 1991. After graduating with a B.A. in History, Voris returned to the Philadelphia area to attend Cheyney University of Pennsylvania, where he earned M.Ed. and M.S. degrees. He is currently a field grade officer (Lieutenant Colonel) in the Army Reserves. He has been deployed to Iraq for a year (6/06-6/07) as a Military Advisor to the Iraqi Army.

He is a graduate of the Infantry Basic, Advanced, Combined Arms Exercise (CAX) Constructive Credit, Manpower and Force Management, Advanced Force Management, and the Intermediate Level Education Courses. He has also completed the U.S. Army Airborne and Ranger schools, respectively.

Lieutenant Colonel McBurnette has been a Rifle Platoon Leader, Mortar Platoon Leader, Training Officer, Executive Officer, Company Commander, Battalion Assistant Operations Officer, Battalion Logistics Officer, Brigade Personnel Officer, Brigade Assistant Operations Officer, Brigade Operations Officer/HSC Advisor, the Chief of the Force Structure Division, and now serves the 108th Training Command as a member of Command Group.

During his military career of over 20 years, LTC McBurnette has received the following awards for his leadership and service: the Meritorious Service Medal (2), Army Commendation Medal (4), Army Achievement Medal (3), Army Reserve Component Achievement Medal (5), National Defense Service Medal (2), Armed Forces Reserve Medal W/ M Device, Army Service Ribbon, Global War on Terrorism Service Medal, Iraq Campaign Medal, Overseas Service ribbon, Combat Infantryman Badge, Ranger Tab, and a Parachutist Badge.

Voris is currently on active duty for the 108th Training Command assisting with Army Reserve transformation issues. He is also actively pursuing an Ed. D. in Education Leadership at North Carolina State University.

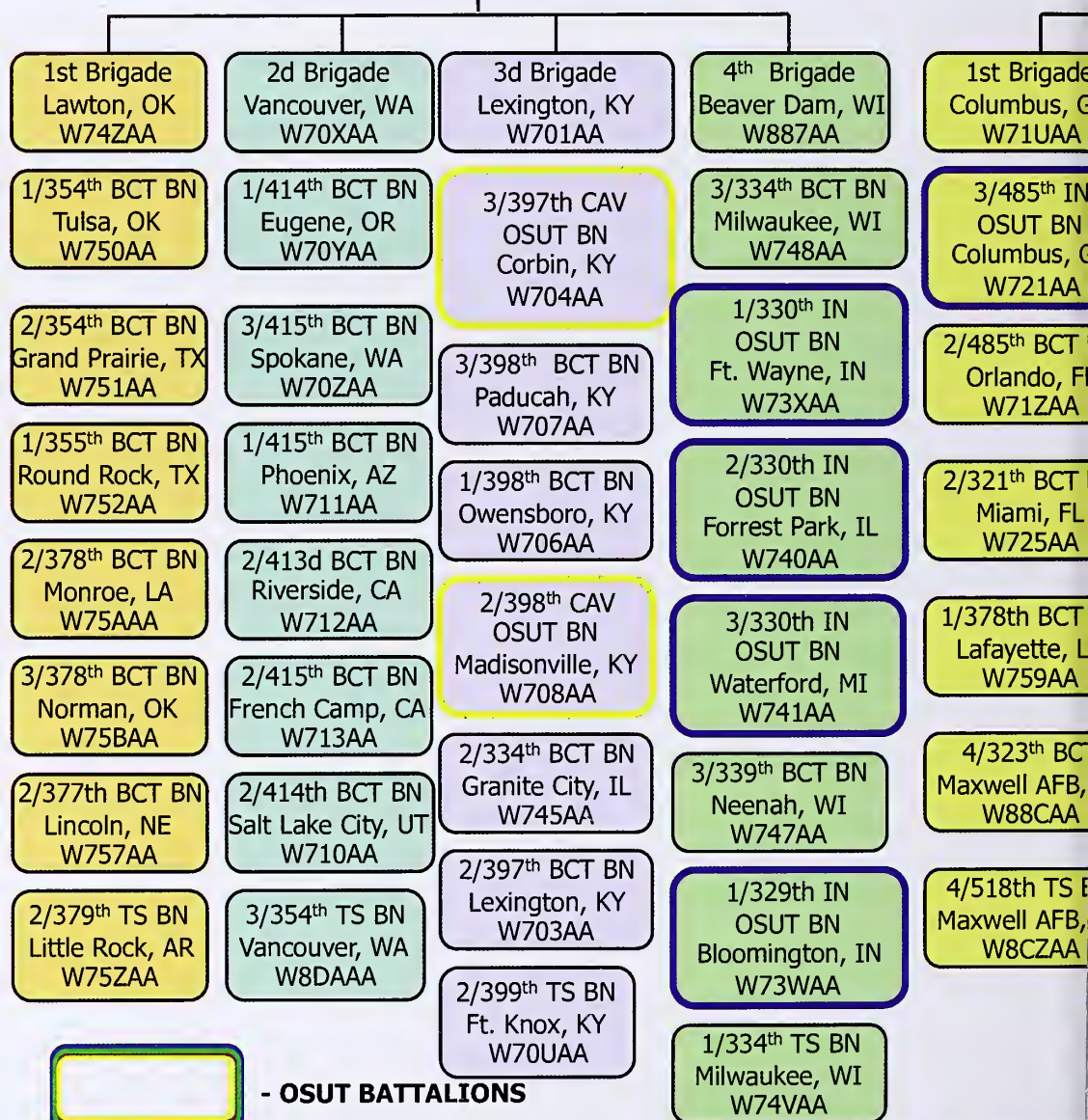




As of:
11 Jan 10

108th Train
Charlot

95th Training Division (IET)
Oklahoma City, OK (W74YAA)
PL = Ft Sill, OK



108th Training Command (IET)

With 1040



Command (IET)
(W71TAA)

SS
on, SC
AA



Training Division (IET)
Chester, NY (W761AA)

PL = Ft Benning, GA

104th Division (LT)
Vancouver, WA (W70WAA)

PL = Ft Lewis, WA

1st Brigade
Jackson, SC
W720AA

3d Brigade
Salem, VA
W731AA

4th Brigade
Buffalo, NY
W76BAA

1st Brigade
(WEST)
Aurora, CO
W71JAA

3rd Brigade
(EAST)
Ft. Belvoir, VA
W73KAA

321st BCT-
N OSUT BN
Jackson, SC
W71YAA

1/317th BCT-
MP OSUT BN
Suffolk, VA
W732AA

3/385th BCT BN
Edison, NJ
W767AA

4/413th BN
(SROTC)
Ft. Knox, WA
W8CXAA

3/304th BN
(USMA)
Lewiston, ME
W775AA

23^d BCT BN
Athens, GA
W71XAA

2/317th BCT BN
Lynchburg, VA
W733AA

2/417th BCT BN
Waterbury, CT
W769AA

3/414th BN
(LDAC)
Ft. Lewis, WA
W71SAA

4/399th BN
(LTC)
Ft. Knox, KY
W776AA

23^d BCT BN
Cary, NC
W723AA

3/318th MP OSUT-
BCT BN
Fort Meade, MD
W72ZAA

1/304th BCT BN
Londonderry, NH
W763AA

4/414th BN
(SROTC)
Ft. Lewis, WA
W8CWAA

4/415th BN
(SROTC)
West Hartford, CT
W8CYAA

18th BCT BN
Cheville, NC
W71WAA

1/417th BCT BN
Pennsauken, NJ
W768AA

1/389th BCT BN
Schenectady, NY
W76CAA

2/389th BCT BN
Ithaca, NY
W76DAA

18th BCT BN
Pickory, NC
W71VAA

1/320th BCT BN
Abingdon, VA
W735AA

1/390th EN
OSUT BN
Buffalo, NY
W76EAA

323d BCT-
N OSUT BN
Emberton, NC
W724AA

2/319th TS BN
Salem, VA
W73SAA

1/391st TS BN
Schenectady, NY
W772AA

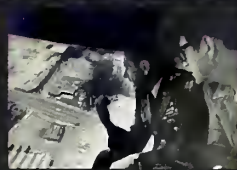
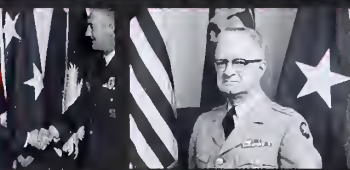
321st TS BN
Jackson, SC
W72TAA

C2 Realignment

ARRC-TNC



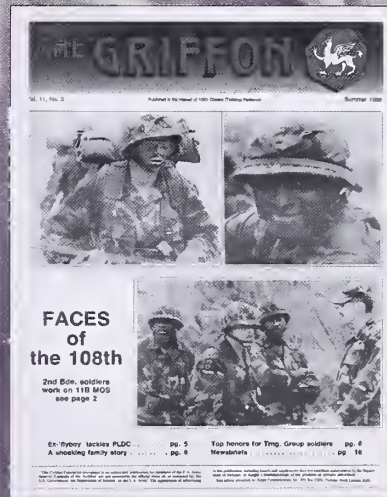
Past History / Background



TRAINING EVALUATION RESERVE COMPONENTS OF THE ARMY										REPORTS CONTROL SYMBOL ATING 305 (14)	
TO:		FROM:				3. UNIT DESIGNATION (TO INCLUDE PARENT UNIT)		4. PERMANENT LOCATION			
1. TPN		2. UNIT CODE NO. (ARM ONLY)		5. TOE NO. (TO)		6. UNIT PRIORITY		7. ANACOTRA SITE		8. PERIOD OF EVALUATION	
PART I - STRENGTH AND TRAINING						PART II - ANACOTRA PERFORMANCE					
SECTION A - STRENGTH STATUS						SECTION E - UNIT ANACOTRA PERFORMANCE					
CATEGORY		OFF		WU		ENL		TOTAL		37. ANACOTRA PERFORMANCE	
		b		c		d		e		LINE 38 X 100	
9. TOE / TO STRENGTH (FULL)											
10. ARNG PRI AGG STR											
11. AGG STR 1ST DAY OF ANACOTRA											
12. AVG PRESENT FOR DUTY STR AT ANACOTRA											
13. NO OF TOE/TO POSITIONS OCC BY MOS QUAL PERS											
14. MOUNT POSITIONS ATTACHED FOR ANACOTRA											
15. OTHERS ATTACHED FOR ANACOTRA											
16. PAY DRILL STR ALLOC 1ST DAY ANACOTRA (USAR ONLY)											
17. AVERAGE ACTUAL STRENGTH											
18. AVG INACTIVE (RESERVE) DUTY ATTENDANCE											
SECTION B - TRAINING STATUS						SECTION F - STAFF PERFORMANCE (ON & HIGHER HQ ONLY)					
TYPE OF TRAINING		NUMBER		RATING		SUBJECT		AVG DAILY PER RATING		WEIGHT	
		b		c				d		e	
19. PERS COMPLETED ADVANCED INDIVIDUAL TRAINING IN OTHER THAN DUTY MOS											
20. PERS QUAL IN APPROPRIATE INDIVIDUAL WEAPON MARKSMANSHIP COURSE											
21. PERSONNEL QUALIFIED IN TRAINFIRE											
22. PERS PREFIX / SUFFIX 3, 5, 7, QUALIFIED											
23. PERS WHO HAVE COMPLETED 6 MONTHS ANACOTRA (RFA 351)											
24. ATT (NUMBER(S))											
25. PERCENTAGE OF CADRE POSITIONS THAT CAN BE FILLED WITH QUALIFIED PERSONNEL											
SECTION C - AUTHENTICATION OF HEADING & SECTION A, B, C						SECTION G - REMARKS & AUTHENTICATIONS OF SEC E AND F					
26. NAME (TYPED)		RANK		BRANCH		52. TOTAL WEIGHT OF ALL SUBJECTS		53. TOTAL VALUE			
UNIT COMMANDER'S SIGNATURE						54. PRE-CAMP PLANNING & PREP		55. PREP & ISSUANCE OF ORDERS AND DIRECTIVES		56. TEAMWORK - INTRASTAFF & WITH OTHER STAFFS	
SECTION D - MINIMUM STANDARDS STATUS AND AUTHENTICATION OF HEADING & SECTION A, B, AND C						57. SUPPLY OF TWO: MAINT, ADMIN AND DISCIPLINE					
STANDARD		BELOW FIRST		FIRST		SECOND		THIRD			
		b		c		d		e			
27. REQUIRED (X)											
28. ATTAINED (X)											
29. UNIT STRENGTH (%)											
30. MOS QUALIFIED (%)											
31. BASIC UNIT TWO (WEEKS)											
32. INACTIVE (RESERVE) DUTY TWO ATTENDANCE		LINE 18 X 100									
33. ANACOTRA ATTENDANCE		LINE 17 X 100									
34. ORGANIZATION (X): SATISFACTORY											
35. REMARKS - DEFICIENT LINE(S)											
36. NAME (TYPED)		RANK		BRANCH		59. NAME (TYPED)		RANK		BRANCH	
SIGNATURE						BOARD PRESIDENT'S SIGNATURE					
PART III - UNIT AWARDS (NOT TO BE USED FOR UNIT AWARDS; USE IN COMPUTING AWARDS ONLY)											
SUBJECT		FORMULA		RATING		WEIGHT		VALUE			
60. TOTAL											
61. STR ATTAINMENT		LINE 18 (USAR)				X 10					
62. INACT DUTY ATTND (SEE LINE 32)		LINE 17				X 10					
63. ANACOTRA ATTND (SEE LINE 33)		LINE 17				X 10					
64. MOS QUAL		LINE 13				X 10					
65. WEAPONS QUAL		LINE 20				X 10					
66. AUTHENTICATION											



The 108th Infantry Division was originally organized on paper in 1944 as a "Ghost Division" assigned to GEN George S. Patton's fictitious Army in England as part of the deception plan to convince the German High Command that the invasion of France would take place at the Pas de Calais instead of Normandy.



Things have changed a bit since then...



★★ Past Commanding Generals ★★



MG Thomas M. Mayfield
March 1952-June 1960



MG Robert M. Jones
June 1960-June 1965



MG Thomas Thorne
September 1965-February 1966



MG Ian M. Davidson
February 1966-December 1969



★★ Past Commanding Generals ★★



MG Scott S. Ferebee
December 1969-December 1976



MG Paul S. Oliver
December 1976-September 1980



MG Berlyn K. Sutton
September 1980-August 1983



MG Charles J. Whisnant
August 1983-August 1987



★★ Past Commanding Generals ★★



MG William A. Gantt, Jr.
August 1987-March 1991



Ronald E. Sneed
March 1991-March 1995



MG George W. Goldsmith, Jr.
March 1995-March 1999



H. Douglas Robertson
March 1999-March 2003



★★ Past Commanding Generals ★★



MG Charles E. McCartney Jr.
March 2003-March 2007



MG James B. Mallory, III
March 2007-June 2010



MG George W. Goldsmith, Jr.
Commander's Retreat



MG George W. Goldsmith, Jr.
et al





Command Sergeant Majors



CSM Homer D. Willis
1980-1983



CSM Henry Chapin
1983-1987



CSM Robert R. Nash
1987-1991



CSM William G. Chatman
1991-1995





Command Sergeant Majors



CSM Johnny H. Dwiggins
1995-1999



CSM Samuel L. Rule
1999-2003



CSM Roxanne J. Castille
2003-2007



CSM William Payne
2007-Present



Unit Information

Shoulder Sleeve Insignia

Description: A yellow griffon passant sits in the center of a red seven-sided polygon circumscribing radius.

Symbolism: The seven-sided figure is representative of the seven states within which the Division was activated, while the griffon is symbolic of striking power from the air and strength on the ground.




Distinctive Unit Insignia

Description: A gold color metal and enamel device consisting of a gold torch with red flame centered in front of two crossed gold muskets behind which are two white targets with black bulls'-eyes side by side each flanked on the outer side by a gold caltrap; issuant from behind the targets at upper center two gold cannon muzzles pointing up and out and all superimposed upon a base of golden rays and supported by a semi-circular scroll bearing the motto "Princeps Exerendo" in red letters.



Symbolism: The colors scarlet and gold are suggested by the Division shoulder sleeve insignia.

The flaming torch represents the imparting of knowledge and the targets symbolize the practical application of it. The weapons and rays signify the unit's military readiness.

 <p>DEPARTMENT OF THE ARMY THE INSTITUTE OF HERALDRY, UNITED STATES ARMY CAMERON STATION, ALEXANDRIA, VIRGINIA 22304</p> <p>ACAH-A</p> <p>SUBJECT: Distinctive Insignia (Badge) for the Noncolor Bearing Units of the 108th Division (Training), Allotted to the US Army Reserve</p> <p>Commanding Officer 108th Division (Training) P. O. Box 9307 Charlotte, North Carolina 28205</p> <p>1. A distinctive insignia (badge) for the noncolor bearing units of the 108th Division (Training) is authorized. It is described as follows:</p> <p>DESCRIPTION</p> <p>A gold color metal and enamel device 1 1/8 inches in height consisting of a gold torch with red flame centered in front of two crossed gold muskets behind which are two white targets with black bulls'-eyes side by side each flanked on the outer side by a gold caltrap; issuant from behind the targets at upper center two gold cannon muzzles pointing up and out and all superimposed upon a base of golden rays and supported by a semi-circular scroll bearing the motto "Princeps Exerendo" in black letters.</p> <p>SYMBOLISM</p> <p>The colors scarlet and gold are suggested by the Division shoulder sleeve insignia. The flaming torch represents the imparting of knowledge and the targets symbolize the practical application of it. The weapons and rays signify the unit's military readiness.</p> <p>2. The distinctive insignia (badge) will be worn as prescribed in AR 670-5.</p> <p>3. This authorization letter will become a permanent file of the organization in accordance with File No. 206-06, Organizational history files, AR 345-210.</p>



Chief of Staff

(last ten - from most current)

COL Frederick Woerner

COL James C. Moore

COL Karlynn P. O'Shaughnessy

COL Samuel E. Canipe

COL Suzanne Newton

COL James L. Wilson

COL V. Ross Highsmith

COL Alan D. Bell

COL Edwin D. Rogers, Jr.

COL Walter B. Edgar



Subordinate Unit(s)

The 95th Division Abbreviated History:

The 95th Division was first constituted September 5, 1918, in the National Army as Headquarters, 95th Division for potential wartime service. The "OK" (Oklahoma-Kansas) Division was only partially organized during October-November at Camp Sherman, Ohio, before Armistice Day on November 11 put a halt to further organizing efforts. It demobilized on December 22, 1918. The Division was later reconstituted on June 24, 1921, as part of the Organized Reserve at Oklahoma City, Oklahoma. The Division was ordered to active duty on July 15, 1942, at Camp Swift, Texas for service in World War II. On August 1, 1942, it was redesignated as the 95th Infantry Division. During this period, the distinctive 9-V insignia was adopted and approved. Partly as a result of its new shoulder patch, the 95th also became known as the "Victory Division."

It is in World War II that German defenders gave the Division the nickname, "Iron Men of Metz," after units of the 95th crossed the Moselle and fought a fierce battle and captured the city of Metz. Metz had been a strong fortress since 451 A.D. and the Division's capture of it was the only instance in history that the fortress had

ever been overcome by a military assault. The Division was reconstituted on May 13, 1947, as part of the Organized Reserve (changed to U.S. Army Reserve in 1952) in Oklahoma City, Oklahoma, and was redesignated as a Training Division on April 1, 1959. Since that time, the Division has continued its mission as Training Division. It has been through much reorganization with missions that included teaching basic combat training, advanced and common specialty training and one station unit training.

The Division has continued its training mission by deploying five rotations of detachments since 2005 to Afghanistan to train the Afghan National Army. In addition to these training missions, the Division has also provided individual Soldiers for cross-leveling to other units. The

Division's overall support to the Global War on Terrorism consists of over 500 Soldiers mobilized or deployed in 2007. The Division had left behind a history of heroism and bravery and accolades of friend and enemy, "Iron Men of Metz," "The Bravest of the Brave."

The 95th Division was assigned as a 1 star command under the 108th Training Command effective 1 Oct 2008.



Subordinate Unit(s)

The 98th Division Abbreviated History:

The 98th Division (Iroquois) has the unique right to claim two birthdays--July 23, 1918 and June 24, 1921. The first date is based on the Division's partial organization during the closing months of World War I. As combat on the Western Front remained static in early 1918, Army planners decided that an additional division would bolster General "Black Jack" Pershing's American Expeditionary Force. Headquarters for the 98th Division was thus "constituted" July 23, 1918 at Fort McClellan, Alabama. The Division was organized on paper with a Chief of Staff and regimental commanders chosen. The 98th Division was formally established as a component of the Organized Reserve on June 24, 1921 and assigned to II Corps.

The heraldry of the new 98th Division mirrors its geographical home. The bright blue and orange colors of the division patch were those of the Dutch house of Nassau, one of the patron families to settle on the Hudson River in the colony of New Amsterdam, which later became New York after English conquest. The main feature of the patch, an Indian head, symbolizes the Five Nations of the Iroquois, the most powerful Indians of the seventeenth and eighteenth centuries, renowned to this day for their highly developed system of representative government.



For nearly 80 years, the 98th Division has given America a well-trained complement of citizen-Soldiers ready to meet any mission. The many accomplishments these Soldiers achieved in a historical context are rife with change. 98th Division Soldiers have surmounted every obstacle from mobilization and wartime service, including occupational duty during World War II, and through the various reorganizations, restructuring and mission changes during the decades that followed. The unit served admirably when it responded to 911 by dispatching several hundreds of its Soldiers to combat the Global War on Terrorism. The 98th Training Division (IET) was honored with the Army Superior Unit Award in October 2006.

Today the 98th continues rising to any summons to protect America's vital interests and national security.

Throughout its history, the 98th Division's focus was—and still is--to be mission capable through training. Whether it is training Drill Sergeants, training Initial Entry Soldiers at Fort Leonard Wood in engineer skills or the myriad of training opportunities during annual training and battle training assemblies, the 98th Training Division (IET) has earned the reputation as one of the best prepared Training Divisions in the U.S. Army today.

The 98th Division was assigned as a 1 star command under the 108th Training Command effective 1 Oct 2007.



Subordinate Unit(s)

The 104th Division Abbreviated History:

The 104th Division (Leader Training) and based at Fort Lewis, Washington as a training component of the United States Army Reserve. The nickname of the 104th Infantry Division, "Timberwolf," originated from the division's insignia, a gray timberwolf. The timberwolf, native to the Pacific Northwest, was chosen as representative of the area where the division was formed.

Activated in 1921, the division was created as an infantry unit with a focus on nighttime combat operations. Deployed during World War II, the division saw almost 200 days of fighting in northern Europe as it fought through France, the Netherlands, and Germany, fighting back several fierce German counterattacks as it advanced through the theater throughout late 1944 and 1945. This would be the only combat duty the 104th Division would see in its history. The 104th Infantry Division was inactivated 20 December 1945 at Camp San Luis Obispo, California.

After the war, the division was

reorganized primarily as a training division for Reserve forces activated 1 December 1946 at Portland, Oregon. Location changed 1 November 1961 to Vancouver Barracks, Washington. After several decades, the division then expanded its role to conducting entry-level training for Soldiers of all branches of the Army in the northwestern United States. Its role and size have expanded over that time due

to consolidation of other training commands,

and the division

subsequently

took charge

of a number

of brigades

specializing in

various entry-

level training

for Soldiers of

all types.

In its 2005 BRAC

Recommendations, DoD

recommended to relocate

the 104th Division (IT) to Fort Lewis;

its former home, Vancouver Barracks, was recommended for closure.

The 104th Division was assigned as a 1 star command under the 108th Training Command (OPCON) effective 1 Oct 2009.



Honors and Lineage



DEPARTMENT OF THE ARMY

Lineage and Honors

HEADQUARTERS AND HEADQUARTERS COMPANY
108th DIVISION (Training)
(GOLDEN GRIFFON)

Constituted 15 July 1946 in the Organized Reserves as Headquarters,
108th Airborne Division

Assigned to the Seventh Army and activated 20 September 1946 at
Atlanta, Georgia

Relieved 15 March 1947 from assignment to the Seventh Army and assigned
to the Third Army

Reorganized and redesignated 1 March 1952 as Headquarters, 108th
Infantry Division; location concurrently changed to Charlotte, North
Carolina

(Organized Reserves redesignated 25 March 1948 as the Organized Reserve
Corps; redesignated 9 July 1952 as the Army Reserve)

(Third Army redesignated 1 January 1957 as the Third United States
Army)

Reorganized and redesignated 30 April 1959 as Headquarters and
Headquarters Company, 108th Division (Training)

Relieved 1 October 1973 from the Third United States Army and assigned
to the First United States Army

HOME AREA: First United States Army

CAMPAIGN PARTICIPATION CREDIT

None

DECORATIONS

None

BY ORDER OF THE SECRETARY OF THE ARMY:


ROBERT M. JOYCE
Brigadier General, USA
The Adjutant General

* The 108th Training Command has applied for a "Meritorious Unit Award" for the
period on or about 4 Mar 06 through roughly 30 Aug 07.



History of the 108th Division

From Myth to Legend

The 108th Training Command (Initial Entry Training) was activated in 1946 shortly after World War II as the 108th Airborne Division, headquartered in Atlanta, GA. The 108th Infantry Division was originally organized on paper in 1944 as a "Ghost Division" assigned to GEN George S. Patton's fictitious Army in England as part of the deception plan to convince the German High Command that the invasion of France would take place at the Pas de Calais instead of Normandy. When organized in 1946, the previously authorized 108th Infantry Division was activated and re-designated as an airborne Division and new Divisional patch designed. It was the first such unit organized after the successful air invasion activities of World War II. The 108th is the only Army Division to be created after World War II.¹

Greek mythology tells a story of a legendary animal / fantasy creature who had the body of a lion and the head and wings of an eagle; and stood eight times the size of a lion.

This beast, called a Griffon, is as the lion was, traditionally considered the king of the beasts and the eagle was the king of the birds, making the griffon an especially powerful and majestic creature. Known for its courage and ferociousness, a Griffon was so feared by ancient people that rulers of Asian provinces used it to guard their vast treasures.

The reputation of these creatures inspired the design of the units' insignia. The Division's nickname, the Golden Griffons, was born from its initial air-ground mission. For an airborne Division, the symbolism of a combined eagle and lion was thought appropriate. Its Divisional patch was a yellow griffon passant in the center of a red seven-sided polygon-circumscribing radius. The seven-sided figure was representative of the seven states in which the Division was originally activated, while the griffon

is symbolic of striking power from the air and strength on the ground. In spite of major Army reorganizations that have changed the mission and scope of what the 108th does, the original Division patch has been retained throughout the years.



1946 - 2005



Early Years

In 1952, the 108th Airborne Division was reorganized into the 108th Infantry Division and its headquarters was moved to its present location in Charlotte, North Carolina, with all subordinate units located in North Carolina and South Carolina. It became the first Division in the South assigned to support a Basic Training Installation (Fort Jackson, SC). The 108th Division has reorganized several times in its history to meet the Army's needs and has played a pivotal role in the development of new training concepts where it has frequently been utilized as a test bed for new missions and organizational structures. Its work at Fort Jackson proved so successful that two years later they would be rewarded with a new mission. In 1954, the 108th Infantry Division was selected as one of the reserve Divisions to test a new method of rifle qualification known as "trainfire." Until "trainfire" was tested, Soldiers were taught marksmanship on stabilized targets, raised, and lowered by workers. Trainfire was the

first system to utilize electrically operated targets, which were mechanically raised in random order at different ranges and dropped when hit by a round.

Meanwhile the 108th was chosen for another experiment; the development of an Army Reserve Division, which would be aligned with the organization of an Army Basic Training Center. In 1956, the 108th Infantry Division was selected by the Department of the Army to serve as the prototype for a Reserve Training Division, which could be tasked to mobilize and rapidly expand the Army Training Base to conduct basic and advanced individual training.

The 108th Infantry Division internally reorganized from a combat focused unit to accomplish the training mission and collaborated with Fort Jackson, SC to test this new concept. Following a successful demonstration of the new training concept, the Department of the Army Adjutant General redesignated several of the Army Reserve's combat Divisions into training Divisions; these Divisions were



Golden Griffons Circa 1955



still designated as infantry Divisions after World War II until authorized as “Divisions (training)” in 1959. With the experiment successful, the Army formed 13 training Divisions, including the 108th. They were the 75th, 77th, 78th, 80th, 84th, 85th, 87th, 91st, 95th, 98th, 100th, 104th, and the 108th. Each was designed to operate a basic training center in the event of a National Emergency. In other words, the Training Divisions, at a miniscule cost to the defense establishment, provided

the mechanism for rapid expansion of the United States Army. In an attempt to maintain its Divisions, the Army Reserve willingly transitioned units like the 108th Infantry Division into the 108th Division (Training) to avoid the total deactivation of units.

To execute this new mission the 108th Division Soldiers maintained their readiness to mobilize by conducting training during its two weeks of annual training and monthly drills. The “value” of this transition came only two years later when as a result of a and in Cuba (the Berlin th Division in Kentucky,

was called to active duty to open and operate Fort Chaffee, Arkansas for a year to provide an expansion of manpower. In 1961, some 1,500 Soldiers from the 100th were activated. During their time on active duty, the 100th successfully trained some 32,000 Soldiers after thoroughly rebuilding and fixing the old Army base. Evaluators associated with this mission reported that the 100th did an outstanding job and proved the value of the experiments in which the 108th had pioneered.

In 1964, the Army adopted / created a distinct and professional NCO trainer – the Drill Sergeant. The Drill Sergeant

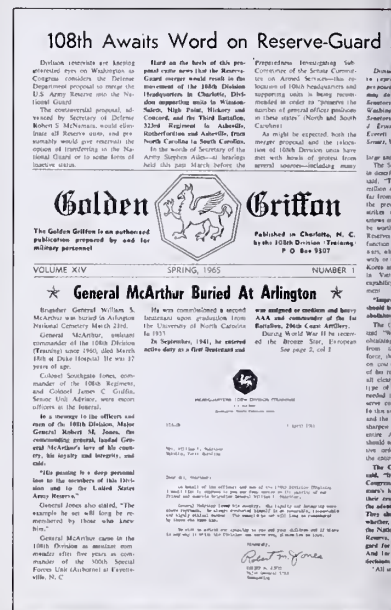
was a career Soldier who could devote his entire training and ambition to the production of a basic trainee. The 108th and the other training Divisions were chosen to begin development of their own drill Sergeant Programs. Shortly thereafter, the 108th Division (Training) established its own Drill Sergeant School, based on the success of the same program in the active component of the Army. For awhile, the 108th led the Training Divisions in the number of Drill Sergeants.

TRAINING EVALUATION RESERVE COMPONENTS OF THE ARMY

REFORMED COMMAND
SYMBOL: DTIC 332 021

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1962 - Before the use of computers, evaluations were hand-written, hand-calculated documents. This is a original document that shows higher headquarter channels and the evaluation of the 108th Division.



Golden Griffon Circa 1965



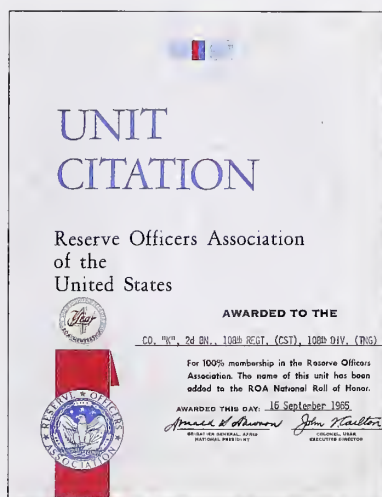


Experimentation

In 1966, the 108th was chosen for a special mission. "Handpicked" would be a more accurate description, along with several other units to participate in an unprecedented experiment. The Army Reserve and the National Guard had been unable to give its new members their basic training because training mechanisms were heavily taxed with the trainee buildup for Vietnam. At that time, the manpower buildup for the war in Vietnam was beginning to overcrowd the training centers that were supposed to train them. Thousands of Army Reservists and National Guardsmen were unable to get into the training centers to begin basic training. It was not uncommon for new Soldiers to wait several months before they could enter basic training. The 108th received the mission to conduct 80 hours of interim training for these new Soldiers to conduct basic Soldierization and increase competency and motivation in preparation for attending basic training. In essence, the Division was asked to split up, send its training personnel to several posts,

and give the specialized training to the Guardsmen and Reservists. The 108th Division was fragmented into several units and sent to several posts, rotating through every two week and training some 2,000 to 3,000 new Soldiers at each location.

In early 1968 after the inactivation of the XII Army Corps, the 108th Division (Training) was reorganized from a regimental system to the brigade concept. This was yet another of the Army Reserve's experiments. This change brought the 108th fully in line with the Troop Training Organization at Fort Jackson. The 108th trained every year at Fort Jackson anyway, except for its special training assignment in 1966.



1965 - Unit Citation for 100% membership in the Reserve Officers Association

In 1973, as a part of the STEADFAST reorganization, the 108th Division (Training) became part of the First United States Army only to be changed 10 years later to become a part of the Second United States Army at Fort Gillem, Georgia.

By far the highlight of the 1976 training year was REPTRAIN-76. The Division was assigned the mission of conducting Basic Combat and Advanced Individual



Training for 880 trainees in the entry level MOS 11B for two week periods from 22 May to 10 December. Training was conducted at six locations, Fort Jackson, Fort Gordon, Fort Benning, Fort Bragg, Fort Dix, and Fort Indiantown Gap, PA. All aspects of the actual mobilization mission were exercised, including complete responsibility for operation of dining facilities and supply rooms, in addition to the actual training of troops.

REPTRAIN-76 revealed both strengths and weaknesses in the 108th. The commanders and staffs of the Division demonstrated great versatility in adapting to the new training mission, which required command and control of several

training sites on short notice. However, the lack of meaningful training in prior missions left several Divisional entities incapable of exercising normal command and control functions. Generally, the mission improved the 108th vision for its overall state of readiness. A valuable lesson was learned.

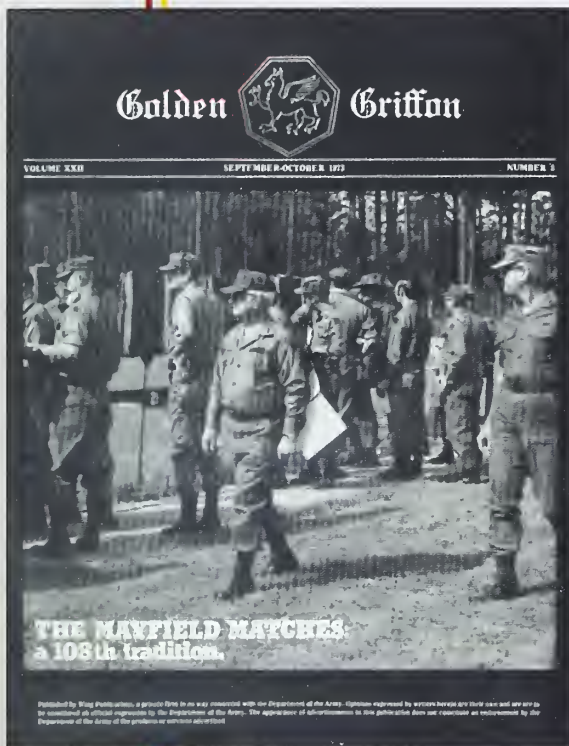
Restructuring

Another mission change took place in 16 October, 1978 when the Division's units was restructured from BCT and AIT units

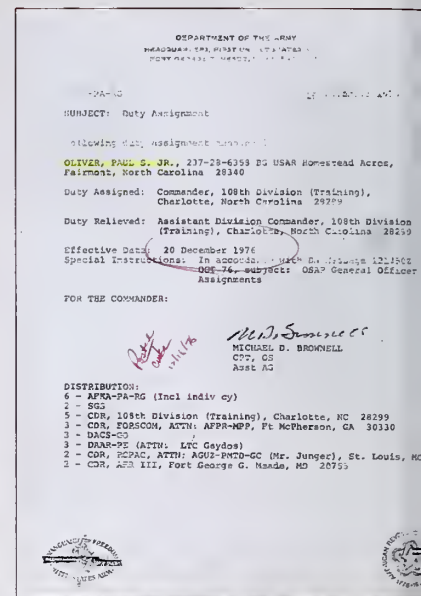
into Infantry One Station Unit Training battalions, otherwise known as "Infantry OSUT" with Fort Benning as the technical sponsor and Fort

Jackson as the mobilization site. Under the OSUT concept, all brigades were organized in the same manner. Each is organized with four battalions and five companies each. Each company was authorized a strength of three officers and nineteen enlisted personnel. The company was authorized a headquarters, supply, mess and training section consisting of twelve Drill Sergeants. The Division maintained committee, logistics, and reception battalions to support OSUT and BCT missions. The 108th Division at that time was authorized a strength of 3155 and units were located in 30 communities throughout the Piedmont and Western areas of North and South Carolina.

During the 1970's and early 1980's, 108th training units primarily worked with active duty training companies and committee groups to provide additional manpower during heavy surge periods in the summer months as well as supporting ROTC summer camp at Fort Bragg. In 1984, the



Golden Griffon Circa 1973



1976 - Working copy of Oliver promotion memo.



Division leadership proposed and tested a new displacement concept, whereby active duty units would be displaced as opposed to augmented. “Vertical Displacement” missions executed at both Forts Jackson and Benning replaced active duty units at the company, battalion, and brigade level for two weeks of the eight-week BCT or 13-week Infantry OSUT cycle. Subsequently, the Division units executed “Horizontal Displacement” missions whereby units at the company and battalion level were rotated through two-week rotations to cover the entire training cycle. Both displacement missions sharpened the skills and increased responsibility for the training but did not expand the training base production capacity.

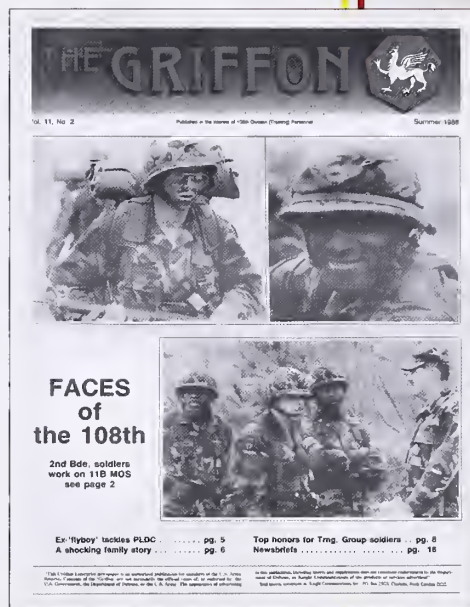
The highlight of FY 87 was the successful execution of “Operation Gallant Griffon 87.” This was the annual mobilization Army Training Center (MATC) mission. 1987 marked the first year that the 108th Division (Training) conducted the IN-OSUT mission in its entirety. This means the Division conducted the entire 13 week Basic Training / Advanced Individual Training cycle for 825 Soldiers at Fort Jackson, SC. 316 Drill Sergeants from the 108th Division participated in MATC mission that year. The displacement mission that took place concurrently with the MATC was code named “Task Force Lion.”

The Beginning of Budget woes

The 108th Division's readiness improved greatly because of the MATC. By the units' Soldiers conducting significant

portions of its mobilization mission at the actual mobilization site; this instilled familiarization and confidence for the 108th Division Soldiers as they completed their individual missions. This MATC mission was conducted on a level that had not yet been attained by other Training Divisions.

All of this was accomplished while under the budget constraints of "The Gramm-Rudman-Hollings Balanced Budget and Emergency Deficit Control Act of 1985 and Budget and Emergency Deficit Control Reaffirmation Act of 1987 (both often known as Gramm-Rudman)." These bills were the first binding constraints imposed on federal spending. As a result, spending caps have become part of every subsequent U.S. budget. Some travel funds, man/day spaces and school training was curtailed, but there were no adverse affects with regard to unit readiness. The Division implemented tighter budget controls and reviews of all proposed expenditures. Greater emphasis was placed on educating personnel on the budget process.



The Griffon Summer 1988

In conjunction with Fort Jackson, the 108th Division developed the Provisional Round out Training (PROTRAIN) battalion concept, where a separate reserve battalion footprint was allocated





The Griffon Winter 1989 signifying the beginning of the MATC Mission...

at Fort Jackson and five reserve battalions rotated through every two weeks to fully command and control a single BCT cycle. The PROTRAIN mission was expanded to include other Training Divisions executing missions at Fort Jackson.

Beginning in 1988, the ability to further

expand the active duty training capacity was demonstrated through a series of BCT and Infantry OSUT Mobilization Army Training Center (MATC) missions conducted at Fort Jackson and PROTRAIN missions at Fort McClellan. These highly successful missions demonstrated the ability of Divisional units to conduct their Infantry OSUT or BCT mobilization mission at any post, and, to this day, the 108th Division remains the only unit to have trained infantrymen at Fort Jackson using the full 13 week cycle of Infantry OSUT. In subsequent years, the rotational AT training base expansion missions were conducted at the company level, popularly known as the "Echo Company" model, where active duty battalions maintained one company for reserve expansion.

For the first time in its history, units of the 108th Division were mobilized to active duty in January 1991 in support of Operation Desert Shield and Desert Storm. Although some 108th Soldiers also

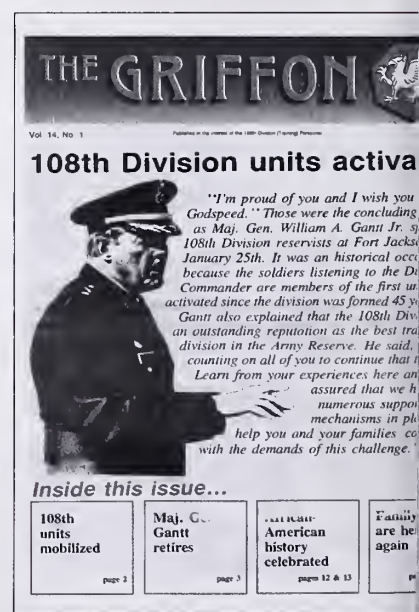
volunteered to serve in the Middle East on an individual basis, the 1st Battalion 485th Regiment, elements of the 3398th Reception Battalion and an additional three companies from the 3rd Battalion 485th Regiment reported to Fort Jackson to assist in the retraining of individual Soldiers recently released from active duty who were recalled to military service.

End of the Cold War

The Army Reserve came out of the cold war with 12 training Divisions whose primary focus was initial entry training. It was clear that as the world changed and as the only remaining super-power, the army did not need 12 Divisions to conduct initial entry training.

Beginning in 1992, as a part of the overall reduction of active and reserve structure, the twelve reserve Training Divisions were reduced to seven. Within the 108th Division, these changes were felt by the loss of two Brigade headquarters and six battalions that were identified for deactivation.

Training in FY 92 was the most challenging the 108th Division has faced in many years.



The Griffon Spring 1992



The reduction in the active component and the training base had a significant impact on the Division. This challenge was handled by approaching it in two ways, 1.) use the opportunity to become more technically proficient and 2.) enroll

our officers and NCOs in professional development schooling.

The following is an example of the 108th Division units and their FY 1992 training mission G3 report:

Unit	Mission	Dates
1st Brigade		
3/323 (Spartanburg)	PROTRAIN, Ft Jackson	2 May-11 Jul
1/323 (Greenville)	Prepare and Conduct RC Cadre Tng Course, Ft Jackson	29 Aug-1 Sep
2/323 (Clemson)	Prepare and Conduct Methods of Instruction POI/Counseling, Ft Jackson	1 Aug -15Aug
1/321 (Columbia)	11B/11C-1RC POI, Ft Jackson	18Apr-16 May
2nd Brigade		
	PROTRAIN, Ft Jackson	2 May- 11 Jul
3rd Brigade		
NCOES/Train up		4 Apr-13 Jun
Task Organized	BNCOC, Ft Benning	4 Apr-18 Apr
	BNOCC, Ft Benning	4 Apr-18 Apr
	ANCOC, Ft Benning	30 May-13 Jun
	BNCOC, Ft Benning	30 May-13 Jun
4/108th Winston Salem	Model Train up year, Ft Jackson	15 Aug-29Aug
4th Brigade		
	VUD, Ft Benning	5 Sep-19 Sep
Training Support Bde		
	Mortar Committee support 11C-1RC	30 Apr-16May
	MOI Trainers	1 Aug-15 Aug
	Tng Spt BN 11B/11C-1RC	18 Apr-16May
	Leadership Academy, Ft Jackson	30 May-13 Jun
50% Remaining Support	PROTRAIN, Ft Jackson	2 May-27 Jun
50% Remaining Support	VUD, Ft Benning	11 Jul-25 Jul
3398th Reception Bn	Augmentation, Ft Jackson	31 May-27 Jun
108th Division Band	HUD, Ft Jackson	11 Jul-25 Jul
HHC, 108th Division	Home Station Annual Training	



New Mission

CY 1993 brought some of the most substantial organizational changes in the history of the 108th Division (Training).



Renaissance Man is a 1994 comedy/drama film, directed by Penny Marshall, starring Danny DeVito, Gregory Hines, James Remar, and Ed Begley, Jr. The scenes at the fictional "Fort McClane" were actually filmed at Fort Jackson, South Carolina. Filming began on September 13, 1993 and ended on November 20, 1993. The picture is of actor Gregory Hines as Sergeant Cass, a Drill Sergeant, during a break interacting with 108th Drill Sergeants.

On 1 October 1993, the Division took operational control of ten U.S. Army Reserve Schools located in Florida, Georgia, North Carolina and South Carolina as part of an Army training pilot program. More than 1,300 Soldiers were subsequently reassigned to the 108th Division because of the Division's selection under the Future Army School's Twenty-first Century (FAST) program. The 108th Division was the first training Division in the nation to test the new FAST training concept.

Because of the reorganization, the

Division's name was going to be changed to the 108th Division (Institutional Training) and the headquarters staff realigned under the directorate staff concept. The end of fiscal year 1993 closed the chapter in the 108th Division history for One-Station Unit Training (OSUT). The Division, if mobilized, would now conduct Basic Combat Training and MOS skill training at Ft Jackson, South Carolina. Simultaneously, the Division began to feel the pinch of Army Reserve cutback in unit strength. In September of 1993, the Division announced the planned inactivation of two brigade headquarters and six battalions as part of overall reduction in the Army's force structure. Inactivation orders were given during calendar year 1994.

The Division task organized and cross leveled itself to handle training missions in 1994. Nearly 850 Soldiers were reassigned or attached to other units in the Division not slated for inactivation. Highlights of the Division's training year were a horizontal unit displacement mission, provisional training mission, and the mobilization Army training mission all at Fort Jackson, South Carolina.

Previously, reserve component officers and NCOs received professional development education through multi-disciplinary schools known as US Army Reserve Force Schools assigned to the regionally based Army Reserve Commands. In an effort to standardize instruction and standards throughout the force, the US Army Training and Doctrine Command



(TRADOC) proposed removing OES and NCOES from the MTOE units and developing the Total Army School System (TASS). The 108th Division was formed into two initial entry-training brigades plus six new TASS school brigades.

The Basic Combat Training Brigades were headquartered in Spartanburg, SC and Garner, NC, each with five battalions re-missioned to Basic Combat Training (BCT). The TASS school brigades were functionally aligned with Combat Support, Combat Service Support, Health Services, and Professional Development functions and were located throughout "Region C" comprised of the Carolinas, Georgia, and Florida.

The 3rd Brigade (CS) headquartered at Fort Jackson, was comprised of Engineer, Military Police, Signal, Chemical battalions at Fort Jackson, plus Civil Affairs/PsyOps and Military Intelligence battalions at Fort Bragg. The 4th Brigade (CSS) with headquarters in Decatur, Georgia consisted of the Personnel Services, Quartermaster, Transportation battalions and an Ordnance detachment. The 5th Brigade (HS) consisted of a Health Services Battalion and LPN Detachment located in Jacksonville, Florida. The 6th Brigade (PD) was located in Concord, NC and was comprised of the C&GSC, CAS3, Drill Sergeant School and NCOES Detachment. The 7th Brigade (Training Support) at Fort Jackson was assigned the Committee, Reception and Logistics battalions.

It is important to note that the TASS

battalions had no appreciable downtrace units and that instructors were assigned directly to the battalion but performed duty in remote locations often hundreds of miles from the battalion headquarters.

In 1994, the 108th Division (Training) was re-designated as the 108th Division (Institutional Training), along with the six other "DIVIT"s to provide a unified Reserve training system covering seven regions. Army Reserve Institutional Training Divisions provided skill, leadership, and professional development training. They also provided basic combat and one-station unit training at Army Training Centers. Army Reserve Training Support Divisions provide collective lanes and simulation training to units of all three Army components.

GOODBYE MATC - HELLO PROTRAIN...

The Division continued to exercise operational control of ten U.S. Army Reserve Forces Schools located in Florida,



The Griffon Winter 1994

MATC ends and PROTRAIN begins...



Georgia, North Carolina, and South Carolina and successfully implemented the Future of Army Schools Twenty-first Century (FAST) program in Region C. This reorganization was accomplished while Soldier training continued in both IET and schools. More than 1,300 Soldiers were subsequently reassigned to the 108th Division (IT) because of the Division's selection under FAST. The 108th Division is the first training Division in the nation to test the new FAST training concept.

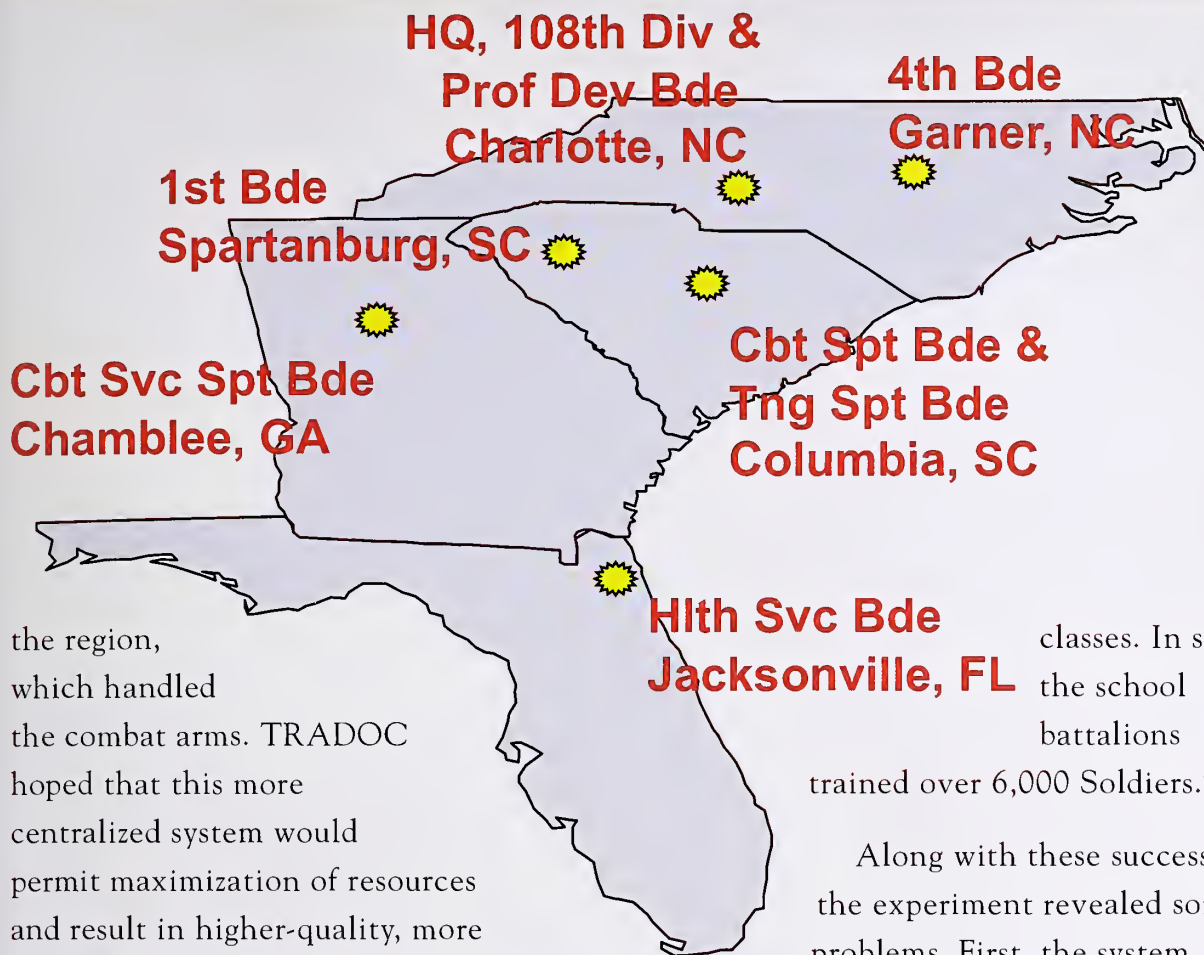
The major accomplishment of the 108th Division (IT) was its completion of the second TY94 five-company five battalion PROTRAIN (Provisional Roundout Training) mission at Fort Jackson, South Carolina. The 1st Brigade completed that mission on 17 September 1994 graduating 930 Initial Entry Training (IET) Soldiers. In addition, the 1st Brigade began the TY95 three-company, five battalion PROTRAIN mission at Fort Jackson, South Carolina on 6 January 1995. The 108th Division (IT) Drill Sergeant School was fully accredited by the United States Army Training and Doctrine Command. In addition, the four school brigades (Professional Development, Combat Support, Combat Service Support, and Health Services) conducted highly successful Annual Training missions and became fully organized as functional brigades on 30 September 1994. The school brigades conducted Inactive Duty Training (IDT) classes and have scheduled 183 IDT classes during TY95. The school brigades provided instructors

to the South Carolina National Guard Leadership Development Brigade, the North Carolina National Guard Combat Arms Brigade, and the Georgia National Guard Ordnance Battalion.

In the '80s the Division's Drill Sergeants conducted some of the first MATC and PROTRAIN missions ever performed.² The "Golden Griffons" found themselves again at the cutting edge in 1995. The school brigades underwent their second year as pilot units for the TASS concept while the IET brigades prepared for a major transformation of PROTRAIN. 108th Soldiers faced numerous challenges during the year: new leadership, funding cutbacks, ARCOM/RSC restructuring, and personnel cutbacks. They prevailed through teamwork and dedication. In terms of ideas tested, people trained, and support provided, they demonstrated their worth to the Total Army.

September 1995 marked the end of a two-year experiment in which the 108th served as the prototype institutional training Division under the TASS concept. Previously, the USAR schools from the four states that comprise Region "C" had offered a wide variety of MOS qualification and NCO professional development courses. Starting with FY94, they had reorganized along functional specialties into separate brigades, all under control of the 108th Division. Schools within the new USAR brigades taught the combat support and combat service support subjects. They also provided instructors to National Guard academies within





the region, which handled the combat arms. TRADOC hoped that this more centralized system would permit maximization of resources and result in higher-quality, more uniform training. Simultaneously, use of the ATRRS computer network would streamline class scheduling and student assignments.³

The four school brigades (Professional Development, Combat Support, Combat Service Support, and Health Services) and the 2nd Reserve Forces Intelligence School made great strides toward proving the viability of the new concept. Together they conducted some 120 MOS-producing Phase I and 40 MOS-producing Phase II/III courses along with 22 BNCOC (Phase I), 14 ANCOC (Phase II), and 74 CAS3 and CGSC classes. The Professional Development School Brigade also supplied to the South Carolina National Guard Development Brigade over 200 people, who served as instructors for PLDC as well as Phase I ANCOC and BNCOC

classes. In sum, the school battalions trained over 6,000 Soldiers.⁴

Along with these successes, the experiment revealed some problems. First, the system operated at only two-thirds capacity because of canceled classes and unfilled vacancies. The underutilization occurred in part because many units, both in and out of the 108th, failed to use ATRRS properly. Inadequate operator training was one culprit. Another was the reluctance of some units to adapt to using the computer program.

Second, the system could not handle all of the USAR individual training requirements even if it did operate at maximum capacity. A tremendous backlog of Army Reservists and National Guardsmen across the nation still needed to complete NCO and MOS schooling. The elimination of master sergeant instructor positions on school brigade TDAs compounded this lack of capacity. Few sergeants first class or staff sergeants



had the qualifications to teach unless they had significant active duty experience. Thus, the reductions affected overall Division performance by placing a drain on an already limited supply of NCOs leaving the Regular Army and coming to the Reserves.

Third, instructors faced difficulties with logistics. Geographic dispersal of classes especially during the IDT phases of classes caused many of the supply snags. More serious, however, was the lack of up-to-date courseware and POI's from proponent agencies. Requests for these materials went unfilled because of funding cutbacks.⁵

Friction with proponents also arose over accreditation. All of the 108th Division schools underwent inspections during FY95. TRADOC had never accredited a school battalion organized under TASS, so numerous misunderstandings occurred as to the exact standards required. A lack of coordination between TRADOC and the proponent schools exacerbated this situation. Nevertheless, ten out of eleven battalions received certification or interim accreditation during 1995.⁶

The experiment with the TASS concept was successful enough to warrant implementation. The Division held an after-action review on 9-10 December. Representatives from USARC, TRADOC, the National Guard Bureau, and institutional training Divisions from across the United States attended. The Rand Corporation, which had been contracted as a neutral observer, presented its findings.

USARC, TRADOC, and the NGB pledged their support for TASS, and the other institutional training Divisions made plans to restructure similarly. "Thank God for the folks of Region "C," said the TRADOC Deputy Chief of Operations, "You all took it on and you all have made a hell of an effort. . . You all have pioneered it."⁷

Region C was expanded to include Puerto Rico and the US Virgin Islands and the 8th Brigade (Multifunctional) headquartered in San Juan, Puerto Rico and teaching all MOS's was incorporated into the Division. While the 108th's school brigades enjoyed an expanded role, the IET brigades suffered reductions in both size and missions. Two brigade headquarters and six battalions were inactivated in January. The cutbacks left only two brigades and ten battalions to

Thank God for the folks of Region "C," said the TRADOC Deputy Chief of Operations, "You all took on and you all have made hell of an effort. . . You all have pioneered it.

perform what had once been the 108th's primary function: the conduct of basic training at Fort Jackson, South Carolina.⁸

Annual training for the surviving units underwent a drastic transformation, as well. Previously, the IET brigades had



taken over an entire battalion of IET Soldiers. The brigade's subordinate drill sergeant battalions had rotated through at two-week intervals until the cycle ended while teams of Regular Army evaluators assessed how each increment of reservists performed. This system, called PROTRAIN, began in 1989. This partnership had a unique set of difficulties, which caused some disagreement between AC/RC leadership over its tenure.

Acting on TRADOC guidance, the Commanding General of Fort Jackson decided in February to end PROTRAIN at the battalion level. Instead, only one company of reserve drill sergeants would rotate through at a time as part of an active-duty battalion. The Fort Jackson CG realized that this change would hurt the training of reserve battalion commanders and staffs, but he wanted IET Soldiers to have greater continuity throughout the basic training cycle. As partial compensation, Reserve officers and NCOs from higher headquarters would take a larger role as evaluators. This system, called the Echo Company concept, began in 1996.⁹

The 108th's two IET brigades prepared for the change, but in the meantime, they performed two final battalion-level PROTRAIN missions. The first began on 22 January and ended on 19 March. The second began on 15 July and ended on 16 September. The two brigades produced over 1,300 graduates. Additionally, they contributed to the implementation of squad-level gender integration that had

begun at Fort Jackson during the previous winter.¹⁰

The Division's Training Support Brigade provided vital assistance to Fort Jackson by teaching marksmanship there on weekends to reservists, ROTC units, police departments, and similar organizations. This cadre trained over 24,600 people. TSB units also established liaisons at Fort Jackson with the Chaplain's School and reception station. In addition, TSB teams conducted drill sergeant certification and taught combat indoctrination classes. The 108th Division Drill Sergeant Academy, which operated under TSB control, produced forty new drill sergeants during 1995. TSB played an important part in the TASS experiment by coordinating instructor training.¹¹

Amidst school experimentation, PROTRAIN modifications, and training, the Division underwent considerable structural disruption. Some of the commotion was generated internally. The majority of it came, however, because of budgetary constraints, the conversion of ARCOMs into RSCs, and consequent new requirements and restrictions imposed upon the Division from above.

Retirements and changes of command accounted for some of the internal disruption. Brigadier (now Major) General George W. Goldsmith, Jr., succeeded the retiring MG Ronald E. Sneed as Division commander on 26 March. Command Sergeant Major William Chatman retired and was replaced by CSM Johnnie H.



Dwiggins at the same time. A few months afterwards, Colonel Edwin D. Rogers, Jr. took over as the new chief of staff after COL Walter B. Edgar retired. BG Robertson, meanwhile, became the Deputy Commanding General. Two brigade commanders also left command during 1995. One of them, COL Robert J. Dew, became the new deputy chief of staff for operations.

Budget cutbacks created disruption too. The Division began FY95 with a shortage of annual training funds that totaled over one million dollars. This situation required not only careful budgeting within the Division, but intense coordination with higher headquarters for additional allocations. Fortunately, the 108th received supplemental funds during the year that allowed subordinate units to complete their annual training missions.¹²

The restructuring of the ARCOMs into RSCs also affected the 108th, oftentimes adversely. Under FORSCOM Oplan 94-2, much of which took effect in 1995, the Division lost responsibility for budgeting and execution as well as the ability to process and publish orders. These changes reduced the ability of the Division's headquarters to respond to the needs of subordinate units. Additionally, the DCSRМ lacked sufficient hardware to track and manage the obligations, commitments, and execution rates of the units under the new system.

Changes to the TDA, however, caused the greatest disruption. Although few cutbacks occurred officially in 1995, the

Division spent much of the year recovering from those made in 1994 and preparing for new ones planned for 1996. As mentioned earlier, two IET brigades and six IET battalions were inactivated at the end of 1994. Proposed changes for 1996 included a 22% reduction in the size of the headquarters and the elimination of over 250 positions in subordinate units. This uncertain environment dampened morale and made assignments and reassignments difficult, if not impossible.

Reductions to the full time staff hurt the most. School brigades were reduced to 75% of their FTS authorizations while the IET brigades were reduced to 50% because of tiered resourcing. USARC compounded the hardship by waiting until the last minute to announce the cutbacks. The Division's headquarters also lost several key positions that reduced its flexibility in supporting subordinate units. FTS levels there stood at 81% at the end of 1995, yet in terms of pending changes to the TDA, it remained overstrength.¹³

In spite of daunting obstacles, the 108th persevered not only in completing its missions, but in supporting them as well. Throughout 1995, the DCSLOG conducted internal evaluations under the Command Logistics Review Program. Inspected subordinate units attained an overall satisfactory rating of 96% in the areas of supply, maintenance, and mobilization. These procedures in both the school and IET brigades improved greatly because those units had already completed their reorganizations during the previous year. No IDT or AT classes were canceled



1990

2000



because of lack of logistical support, but, as mentioned earlier, noteworthy difficulties were encountered in providing supplies to the schools.¹⁴

The DCSIM performed with similar effectiveness in the field of automation. During 1995, the section fielded and provided training for the Microsoft Office suite and the updated version of CLAS. Standardizing this software across the Division improved communication and efficiency. So, too, did the fielding of over one hundred new computers with Pentium processors and the establishment of a Local Area Network within the Division's headquarters.¹⁵

The DCSPER also made increasing use of computer technology. In October, the section began processing AT, ADT, ADSW, and TDY orders through an automated system. An Excel-based program for processing awards allowed for easier tracking, and PowerPoint helped to raise the quality of both visual and written presentations. Technology, however, did not make up for the loss of people. This point held particularly true in the area of reenlistment, where the loss of MOS qualified retention NCOs meant that other, less trained personnel had to take on this important function as an additional duty.¹⁶

The 108th Division exceeded USARC objectives for strength management. It finished FY 95 ranked ninth out of Forty-five MUSARCs on the Enlisted

Loss Ceiling Mission and was the only institutional training Division to meet the USARC goal. The Division began the year with a total assigned strength of 3,361 and ended with 3,162.¹⁷

As the 108th entered its fiftieth year, two chaplains and one chaplain's assistant from the Division were activated for duty in Bosnia.¹⁸ They demonstrated the spirit and readiness of the Golden Griffons to complete any mission regardless of circumstance. Those same qualities were evident in the Division's performance during 1995.

These seven remaining Divisions still have a latent individual training activity. They do one-hundred percent of the ROTC senior camps for the United States Army. They conducted part of the training at the universities of ROTC for the Army of the United States. These DIV (IT)s provide an umbrella for individual training including initial entry training, schools providing military skill proficiency, professional development, leadership, and support to ROTC training. The wartime mission of the DIV (IT) is focused on providing military occupational skill refresher training for the Individual Ready Reserve (IRR) as well as common task training.



Griffon's Golden Anniversary

As the 108th and Fort Jackson already have a long history with each other, it is only fitting that during the 108th Golden



anniversary the Division received a new mobilization mission at Fort Jackson. The Division sent the first drill sergeants there to train under the "Echo Company" concept and started a Company Leadership Course (CLC). The 108th handled these new initiatives while still supporting Ranges on the weekend, augmenting Reception Battalion staff, temporarily replacing Bands, and training officers in the Chaplain's Basic Course.

Besides missions at Fort Jackson, Soldiers of the Division continued to lead the way for the Army Reserve in implementing the Total Army School System (TASS) with its accompanying computer automation. Soldiers completed missions at Fort Bragg, NC, and Fort Lewis, WA to train cadets from ROTC. A few Soldiers were deployed to Germany and Albania. Others stayed closer to home and distinguished themselves and the Army Reserve by participating in a variety of community service activities ranging from Veterans Day parades to the national convention for the National Association for the Advancement of Colored People (NAACP). All these items were still accomplished in spite of continued personnel downsizing, funding shortfalls, and unit reorganizations.

The Division received a new mobilization mission during 1996. In the event of war or a major regional conflict, 108th Soldiers would move to Fort Jackson in order to conduct refresher training on common tasks, rifle marksmanship, and physical fitness for people coming

from the IRR. The program would assist IRR Soldiers adjust to active duty and be prepared to quickly deploy to their theater(s) of operation. The mission would require the 108th to handle up to 11,114 Soldiers within a twenty-six week period. The Headquarters would have three days to react once the mobilization began.

While mobilization planners began their coordination with Fort Jackson, the Division's two basic training brigades conducted the first "Echo Company" missions on the post. Under this concept, one reserve component (RC) company combines with four companies of the active component (AC) to form a single battalion. This process allows the Soldiers-in-training to receive a more consistent experience than they did under the Provisional Roundout (PROTRAIN) battalions. Furthermore, RC drill sergeants can hone their skills while helping the AC meet production goals. This capability of the Army Reserve is particularly crucial during the summer "surge," in which thousands of recent high school graduates are scheduled to complete basic training.

The First and Second Brigades (Basic Combat Training) sent a total of six battalions to Fort Jackson. The battalions conducted six cycles with five company rotations, resulting in the graduation of approximately 1200 new Soldiers. Additionally, both of the brigades and four of the battalion headquarters conducted displacement missions in order to exercise command and staff functions. Toward this same goal of supporting basic training,



the 108th Division Drill Sergeant School graduated forty new “brown rounds” in FY96.

The seventh Brigade (Training Support) continued to support post ranges, reception, the post band, and the Chaplains’ Officer Basic Course. Marksmanship training and range operating teams from this brigade helped to qualify over 23,000 Soldiers in 1996. Elements of the Seventh Brigade also assisted the 120th Adjutant General Battalion with inprocessing recruits while the 108th Division Band played at Fort Jackson ceremonies and parades.

The 108th was called upon on several occasions to spread the word about TF FAST Regional Concept. Representatives of the 108th DCSOPS briefed both the Readiness Command at Fort Jackson and the 81st Regional Support Command (RSC). The latter briefing was regarded as particularly fruitful. It allowed the Division to identify and provide some additional classes in the transportation MOSs that support the overall readiness of several Tier 1a Force Support Package (FSP) units. Regulatory limitations on the lending of equipment from Tier 1a units in the 81st to the 108th for training purposes remained an unresolved issue associated with the partnership.

The biggest difficulty with TASS operations in 1996 lay with the Army Training Requirements and Resources System (ATRRS). Many USAR and ARNG units did not use the system properly to project training or to enroll

students. Consequently, the school brigades had to react at the last minute to schedule courses and coordinate class-training resources. Moreover, other classes were cancelled, and far too many Soldiers opted to enroll in classes in a “walk on status.” In an effort to correct this issue, the 108th published an ATRRS handbook to educate company commanders and first sergeants about the use of the system.

In February the 108th received a new mission that went beyond the customary IET training and schools. The unit was tasked to support Senior ROTC Advanced Camp. The Division provided seventy trainers for various ranges at the 1st ROTC Region Advanced Camp held at Fort Bragg. Thirty-seven other Soldiers flew 3000 miles across the country to conduct a HQ augmentation mission in support of the 4th ROTC Region Advanced Camp held at Fort Lewis.

Three members of the 108th Division participated in Operation Joint Endeavor. They participated in a 270-day tour to Germany in support of the U.S. mission in Bosnia. Chaplain (LTC) James M. Brown, CH (LTC) Kenneth Singley, and SSG Daniel Fishel all received commendations for their efforts. Ch (MAJ) David Pollock departed for a similar tour of duty that started in July. In a mission related to Balkan unrest, two other 108th Division Soldiers – SGM Frederick Sexton and SFC Jason E. Crosby – spent a week in the republic of Albania where they worked to improve relations with the military of that country.



The Golden anniversary of the 108th Division was perhaps not as memorable as previous years in which wars, structural reorganization and wide reaching experiments took place. However, it was a time to reflect upon the Division's fifty years of service. It was also a time to recover from the fiscal cutbacks and structural changes of the past few years. It was also a time to reinforce connections to past achievements and look forward to the future.

In FY 97, the Divisions' training load is 105,000 Soldiers; Active Component, National Guard and Army Reserve. As part of that training load, the USAR trained 8,000 initial entry Soldiers for the Army. Additionally, the USAR used its training assets to retrain Army guardsmen that were a part of the Army Guard Division Redesign.

The 108th received orders in March to execute a "proof of principle" (POP) to determine the feasibility of using Army Reservists to teach ROTC. By carefully scheduling their unit training assemblies throughout the month, these instructors and support personnel would replace Regular Army cadre at a ratio of eight persons to one. The POP would commence six months later with the fall terms at three universities in Florida, Georgia, and South Carolina.¹⁹ The RAND Corporation and Training and Doctrine Command (TRADOC) would monitor the process.

Colonel Virginia E. Cunningham left command of the Seventh Brigade (Training Support) to take over the newly created ROTC Brigade (Provisional). She quickly

assembled a staff and began interviewing candidates to fill positions. In July, the first group of instructors started taking TRADOC Cadet Command's seven day qualification course at Fort Monroe, Virginia. The brigade reached full strength by August and was ready and completely trained when cadets arrived for classes.²⁰

The 108th assisted Cadet Command further by providing 180 trainers for the ROTC Advanced Camp at Fort Lewis, Washington. Two drill sergeant battalions were placed under the operational control of Seventh Brigade (TS) for this mission. After a three month program of train-up and validation, the drill sergeants made the three thousand mile trip to Fort Lewis in four, Forty-five person increments. For a period of eight weeks, they trained almost four thousand cadets on how to throw hand grenades.²¹

Initial Entry Training

Meanwhile, the Division continued its historic mission of supporting basic training at Fort Jackson, South Carolina. The 108th conducted six "Echo Company" cycles, each involving five companies of drill sergeants. They trained a combined total of 1,197 Soldiers. Additionally, two brigades and four battalions honed their command and staff skills at Fort Jackson by performing headquarters displacement missions.²²

The Drill Sergeant School of the Seventh Brigade prepared for future support of basic training by producing fifty-one new drill sergeants. The brigade



provided services for Fort Jackson as well by operating post ranges on the weekends, processing Soldiers at the reception station, and teaching common Soldier tasks to students at the Active Component Soldier Support Institute.

So many 108th Division Soldiers used their annual training to support Fort Jackson that the post commander placed sixteen barracks under the direct control of the Division logistics section (DCSLOG) so that Reservists would have a convenient, inexpensive place to stay. This move saved the Army Reserve an estimated \$300,000 in billeting costs.²³

The Division also continued implementing the Total Army School System (TASS). "The 108th Division has been proactive in making TASS work," said OCAR CSM John E. Rucynski to Major General Baratz after an August visit to training. "They are at a higher plateau than some other units I have observed this training year. . . Soldiers stated they were very pleased with the professionalism of the training."²⁴

The Reserve Component Training Institutions (RCTI's) of the 108th trained a total of 4,787 Soldiers and Marines during TY97. These included 2,032 National Guardsmen, 2,568 Reservists, 164 Active Component personnel, and 23 Marines.²⁵

Scheduling remained the biggest problem. Forty percent of the students took classes in a "walk on" status rather than making a reservation through the computer system.

Two issues regarding full-time unit staffing caused problems. First, the Requirements Division of the USARC DCSFOR conducted a study of the institutional training Divisions in response to concerns that staffing levels did not support mission requirements. The results, however, did not meet expectations. The Division received an increase in positions with the TASS brigades and battalions at the expense of the IET ones. Overall, the total number in the Division was cut significantly. Since the tiered resourcing policy of the USARC DCSOPS threatened to reduce those inadequate numbers even further, this issue remained open at the end of the year.²⁶ Second, Congress passed House Resolution 1119, which specified that Department of Defense civilians who are also Reservists must drill with the unit for which they work. Although affected members of the Division did comply, the law threatened to slow their military careers.

Preparations began during late 1997 to add to the Division the Army Reserve school brigade from Puerto Rico. This organization, the 265th School Brigade (Multifunctional), had been under control of the 65th ARCOM and had not been completely realigned under TASS. In December, the commanding general made his first visit to Puerto Rico to begin both the transfer and restructuring.²⁷

The Division continued to have a strong Family Readiness Program. Subordinate units sponsored numerous events designed to keep dependents involved with,



informed about, and supportive of the Army Reserve. The 108th suffered the loss of one of its most active volunteers, Judith M. Sumner, who passed away in January 1998. Mrs. Sumner had received the Outstanding Civilian Service Medal in December 1996 for her efforts in promoting family readiness.

Several key leaders changed place in 1997. The Division chief of staff, COL Edwin D. Rogers, Jr., retired in August. The Fourth Brigade (CSS) commander, COL Alan D. Bell, replaced him in September as chief of staff.²⁸ COL John K. Cooley became the new commander of Fourth Brigade. In Second Brigade (BT), COL William H. Keeter, Jr., assumed command from COL Ross Highsmith, who became the DCSIM.

As mentioned previously, COL Virginia E. Cunningham moved from command of Seventh Brigade (TS) to that of the ROTC Brigade (Provisional). She was replaced temporarily by LTC (P) George B. Hendricks and ultimately by COL Sidney L. Allison.

Tragically, the Division lost one of its battalion commanders, LTC Michael R. Jacobson, who died in an automobile accident.

During the final hours of 1997 on New Years Eve, the Third Brigade (Combat Support) lost a military police instructor when SFC Frankie L. Lingard was shot and killed in the line of duty as a South Carolina highway patrolman. His death serves as a reminder of the depth of

knowledge, experience, commitment, and courage that many Army Reservists bring to their military jobs.

In 1998, the 108th Division (Institutional Training) celebrated the centennial of the Spanish-American War in an unusual way. The Army Reserve has its origins in that conflict, of course, as does the commonwealth of Puerto Rico. The former arose because the war had made apparent the need for a federally-controlled organization of citizen-Soldiers. The latter sprang from the ashes of colonialism, which ended there in October 1898 when United States Army troops took official control of the island from the Spanish government. One hundred years later to the month, the 108th became an heir to both of these legacies when it welcomed the 265th USAR School Brigade of Caguas, Puerto Rico, under the Division flag.²⁹ The addition of this new brigade highlighted an eventful year.

The 265th became the Eighth Brigade (Multifunctional) effective 1 October 1998. One hundred-and-twenty people strong, the brigade has the mission of providing MOS, NCOES, and OES classes for personnel in Puerto Rico and the Virgin Islands. Exchange students from the El Salvadorian Army also attended. In TY98, the brigade produced a total of 263 graduates.

Each of the brigade's four battalions specialized in one of four areas—combat support, combat service support, health services, and professional development. Previously, the 265th had been assigned to



The 108th Division has been proactive in making TASS work... they are at a higher plateau than some other units I have observed this training year... Soldiers stated they were very pleased with the professionalism of the training.

OCAR CSM John E. Rucynski

the 65th Regional Support Command. The brigade's transfer to the 108th completed the transition of all USAR schools in Region C to the Total Army School System. Accreditation by TRADOC for the battalions of the 265th occurred in 1999.

Two of the Division's other school brigades—the Fourth (Combat Service Support) and Fifth (Health Services)—passed accreditation inspections in 1998. Leaders of the Third Brigade (Combat Support) readied themselves for one in 1999.

The Sixth Brigade (Professional Development) experienced a sharp rise in the number of captains taking the Combined Arms and Services Staff School (CAS3) after the proponent agency at Fort Leavenworth eliminated the Phase I correspondence requirement and allowed Active Component officers to attend Reserve-taught courses.

All of the school brigades prepared for conversion from Reserve Component POIs to the TATSC POIs used by the Active Component. This change required coordination for additional resources as well as updated training for instructors.

The brigades were granted a year to staff the new guidance before implementing it. The Division received a total of sixty-one POI documents in 1998 with more scheduled to follow in 1999.

The school brigades continued to have difficulties with under-utilization of quotas. Thirty-three percent of classes during TY98 were cancelled because of insufficient enrollment. The bulk of cancellations involved courses for low-density MOSs. Consolidation of these classes at the national level was one solution suggested, but not implemented. Despite this problem, the Division schools did conduct 182 Phase I and 144 Phase II courses. Altogether, they graduated 4,315 students.

The 108th participated in a number of initiatives to make its schools more efficient and up-to-date. These efforts included forming a computer-based instruction Project Action Team (PAT) and providing information for the Individual Training Resource Model (ITRM). Unfortunately, the school brigades did not have the administrative support capability to create or maintain a proposed ATRRS Instructor Database.



Elsewhere, the Division concluded the Proof-of-Principle phase of the TRADOC initiative to use TPU Reservists in support of the Reserve Officer Training Corps. Several other institutional training Divisions across the United States joined the 108th in implementing the test phase of this program. The Division's ROTC Brigade (Provisional) continued support of ROTC programs at the University of South Carolina, Central Florida University, and the Georgia Institute of Technology. In addition, the brigade expanded its mission to augment active component cadre at the North Carolina Agricultural and Technical College.

The Seventh Brigade (Training Support) assisted ROTC by coordinating the Division's third mission to Advanced Camp at Fort Lewis, Washington. The two increments of Forty-six instructors came primarily from the Seventh Brigade and Division headquarters. They underwent three months of train-up at Fort Jackson so that they could teach cadets how to throw hand grenades during the months of June and July.

Drill Sergeants from the First and Second Brigades (Basic Combat Training) had gone to as units to Fort Lewis the previous year. A few of them went as individuals in 1998, but they also had numerous other commitments. Many NCOs participated in the Partnership Program in which they performed their monthly drill duty with active counterparts at Fort Jackson. This training enhanced preparedness and helped to compensate

for the lack of SINCGARS radios, M16A2 rifles, and other equipment unavailable at home station.

Training in Army Values and Consideration of Others (CO2) was especially important for Drill Sergeants because these and related topics accounted for much of the ninth week of basic training that TRADOC added to the POI. Toward that end, the Drill Sergeant School of the Seventh Brigade prepared to lengthen its period of training from twelve to fourteen months. The school also tested a new concept called the Distance Drill Sergeant Program in an effort to build the Division's number of qualified personnel.

Leaders at the Drill Sergeant Brigades planned for the possibility that their units might be needed for a training base expansion at Fort Dix or Polk during the summer of 1999 and 2000.³⁰ They also coordinated with the North Carolina Army National Guard for possible support of a pre-Basic Combat Training course for enlistees with no prior service. Funding was the main obstacle for implementing the latter program.

The Drill Sergeant Brigades actually conducted fewer Echo Company missions during 1998 than previously, performing four rather than the intended six.³¹ This cutback occurred not because Fort Jackson did not need Reservists, but because of a shortage of available quarters. Engineers at the installation were in the process of replacing wooden World War II-era barracks with brick structures. Despite the



inconvenience in 1998, Soldiers from the 108th enjoyed more comfortable quarters in the future.

Buildings were of concern not only at Fort Jackson, but at Active Component and Reserve Component training locations across Region C. The Reserve Center at Fort Bragg faced an uncertain future in a World War II-era building. The Forty-year-old facility housing the Fifth Brigade in Florida deteriorated to the point that it threatened mission accomplishment.³² Although the dedication of a brand-new Reserve Center in Hickory, North Carolina, provided one bright spot, the shortage of funds for preventive maintenance as opposed to money for emergency repairs remained a problem.

Despite vigorous retention efforts, insufficient personnel created difficulties. The Division Retention Office planned and executed thirty-nine Staff Assistance Visits during TY99 and provided sponsorship training to over fifty company commanders, first sergeants, and first line supervisors. Over one hundred Additional Duty Retention NCOs received training at workshops. As a result, all Division units met or exceeded USARC retention goals. The 108th's overall attrition rate at the end of TY98 was 22.9%, well under the USARC goal of thirty.

Still, the Division struggled to keep strength above ninety percent. Consolidation of the senior enlisted promotion board at the RSC-level resulted in no strength gains or cost savings. Efforts

to find a qualified physician to replace the outgoing Division surgeon bore no fruit.

Personnel shortages were felt mostly among the fulltime staff. Numerous AGR positions were converted to slots for civilian technicians, which then went unfilled because of the Division's tier level. The proposed cutback of an AGR officer in the DCSIM section caused particular concern because of the Division's increased reliance upon computers and high-technology communications equipment.³³

Indeed, the DCSIM section kept extremely busy during 1998. Its members installed Reserve Component Automation Systems (RCAS) computers at all but three locations. Preparations were made to install Y2K patches and the Regional Level Application Software (RLAS), which was scheduled to replace the Center Level Application Software (CLAS), in 1999.

Throughout all of these many activities, mobilization preparedness remained a top priority. In April, the Division conducted a MOBEX in which the 108th was called to provide refresher training at Fort Jackson for Soldiers from the IRR. The exercise involved a "Grazing Herd" alert and the exchange of message traffic among key players from the Division Headquarters and the First and Seventh Brigades. The MOBEX was successful, and another using actual troops was scheduled for April 1999.

For a few 108th Division people, mobilization became a reality. Two Soldiers from the personnel services battalion of the Seventh Brigade were activated under



Presidential Select Reserve Call-up for duty in Bosnia. The two were SSG Pedro Mercado and SPC Ryan Rice from the reception battalion of the Seventh Brigade.

The implementation of Threatcon Alpha with selected Bravo measures made everyone more aware that their value as mobilization assets made Reserve centers and personnel a potential target. Security measures increased at all Division facilities while selected officers and Soldiers were scheduled for Physical Security and Force Protection training.

The heightened state of alert did not stop the 108th from maintaining a high public profile in the civilian community and supporting the Grassroots Program.³⁴ The Commanding General had the opportunity to meet two local congressional representatives during the dedication of a Veterans' monument. The Division provided a band and color guard for the Charlotte Veterans Day parade, a minor league baseball game, and an NFL game between the Carolina Panthers and the Miami Dolphins.

In addition, the band performed for England's Princess Anne and other visitors at a local steeplechase. Members of the Division helped disadvantaged schoolchildren through the Charlotte Mecklenburg School System's "Right Choices" Alternate Education Program. Female drill sergeants set up a confidence course and taught drill and ceremonies for Girl Scouts participating in "A Girl Can Do Anything Day".

The Division actively supported the Employer Support for the Guard and Reserve Program. In August, the Division hosted the North Carolina ESGR luncheon. Guests included John Belk—who served as the chairman of the State ESGR committee was a former mayor of Charlotte—as well as representatives from large corporations like Nations Bank, First Union, and IBM.

As events of 1998 demonstrated, the "multifunctional" designation of the new Eighth Brigade in Puerto Rico applied with equal, if not greater precision to the Division as a whole. Members of the 108th successfully performed a wide variety of missions that substantially contributed to the Total Army.

During 1999, members of the 108th looked beyond the impending Y2K and into the Twenty-First Century. New leadership gave new vision and direction to the Division, especially in regards to the problems of strength and qualifications. Computer users prepared for possible problems from the "Y2K bug." While also conducting massive upgrades of hardware and software. The year did have its "catastrophe" type moments as Hurricane Floyd presented great hardship to the Soldiers and families within the region. Hurricane Floyd flooded the eastern part of North Carolina. Rising waters, so high that they inundated computers atop four-foot high desks, forced the closing of the Reserve Center that housed the Seventh Brigade's Reception Battalion. The heavy rains also



put a stop to the Fourth Brigade's Cargo Handler Specialist Course at Fort Eustis.

The leadership of the Division underwent enormous change during the year. In March, MG Goldsmith turned command of the 108th over to BG H. Douglas Robertson. MG Goldsmith chose to hold his ceremony in Charleston at the Citadel, coincidentally where he was commissioned thirty-eight years earlier. Having commanded the Division successfully for four years, MG Goldsmith was selected to become the deputy commander of the U.S. Army Reserve Command and the commander of the U.S. Army Reserve Readiness Command.

Quite a few other changes took place at the highest levels. COL Charles E. McCartney, who was selected for Brigadier, moved from DCSOPS to fill the assistant Division commander position vacated by BG Robertson. Colonel Ronald G. Pearson left the DCSOPS position in the 81st Regional Support Group to become the assistant Division commander for support after Colonel James J. Cardo retired. Colonel Alan Bell, the Chief of Staff, was selected for promotion to brigadier general and replaced by the DCSIM, Colonel V. Ross Highsmith. CSM Johnny H. Dwiggins left in September to work for TRADOC and was replaced by Drill Sergeant School Commandant CSM Samuel J. Rule. In all, five brigade commanders, four directorate staff chiefs, the Inspector General, the Division Chaplain, the Headquarters Company commander, and the Drill Sergeant School Commandant changed over within the course of the year.

Quite possibly, the disruption caused by these numerous changes contributed to the drop in qualified personnel in the Division. Although total assigned strength rose from 3104 in January to 3133 in December, levels of qualification dropped alarmingly. The number of MOS-qualified personnel plummeted from 2070 to 1747 while the numbers of qualified drill sergeants and instructors went, respectively, from 438 to 380 and 735 to 556.

A contributing factor might have been the decision made above Division level to eliminate brigade retention NCOs. This policy went into effect in October 1998. Attrition in September at the end of TY99 was 21.8%.³⁵ TASS battalions experienced a drop in their reported numbers of qualified instructors because of certification requirements imposed by proponent schools. As with the elimination of "ghost" Soldiers from database, this process resulted in losses on paper that were not reflected in reality.³⁶

Disruption among military technicians may have had an effect on retention, too. In October, military technicians who were not dual-status and who had attained eligibility for an unreduced annuity were required to retire. While this policy only immediately affected four 108th Division military technicians and two were rehired as temporary employees, the new policy served to reduce short-term efficiency and morale. The 108th Divisions experienced a much larger than normal turnover in the miltech workforce in CY 1999 for a number of reasons. Many left for jobs in



the civilian sector or for other government jobs not requiring dual status.

Regardless of what caused the losses, the new leadership of the Division went about finding solutions in a determined way. After all of the major personnel changes had been made, Brigadier General Robertson held a two-day conference in September for brigade commanders, command sergeant majors and selected members of the Division staff. Working together, they formulated a battle plan outlining not only an overall mission and vision, but fifteen objectives that they intended to accomplish over the next four years. For each objective they identified measures of effectiveness, time frames, and resources needed. They gave top priority to increasing strength and MOS qualification.

The two IET brigades conducted five echo company missions at Fort Jackson, training 1200 Soldiers. Reservists again played a crucial role in the “summer surge.” The success of the IET brigades spawned an idea from the AC to create an additional nine companies of Reservists for future support. Two issues stood in the way of this idea. First, the demolition of the WWII era barracks on the post left Reservists with a limited number of available billets on the base. And second, the number of qualified drill sergeant strength dropped from 438 to 380 during 1999 and the number of candidates also dropped from 676 to 580. In addition, the 108th also supported ROTC by sending Soldiers to the cadet advanced camp at Fort Lewis.

Battle Plan

During 2000, the 108th Division (Institutional Training) completed the first full year of its four-year strategic plan. The Division’s most notable accomplishment toward fulfillment of this plan was a more than fifty percent increase in MOS qualification from January (51.2%) to December (75.7%). The area of greatest concern remained drill sergeant strength, which dropped from 48.7% to 43.2% during the same period.

Efforts to correct this problem, however, led to innovative new partnerships with Active Component and National Guard organizations that have enhanced the Division’s relevance to the Total Army. Organizations within the Division meanwhile brought credit to the whole through distinguished performance both at home and abroad.

Distributed down the chain-of-command, printed in the newspaper, and posted on the web page, the fifteen-point battle plan gave direction and focus to leaders at all echelons. A provisional Strategic Planning Cell was created during May within the Command Group to monitor progress, identify key processes and trends, and make projections. During August—which marked the end of the first year of the strategic plan—the Command Group held a two-day conference in Asheville, North Carolina, to assess progress and chart direction for the second year. During the mini-commander’s conference in October, each of the brigade



commanders identified specific numerical targets for the second year.

Special emphasis went toward reducing the number of potential non-participants (PNP's), which had an adverse effect on the amount of available funding for annual training. Reduction was accomplished by identifying the ten organizations within the Division having the highest PNP rates and requiring those organizations to give a by-name accounting. Command emphasis also went toward eliminating "ghosts" from the RLAS database. The Battle Plan calls for a 2.5% annual increase in net strength until the Division is 105% of its authorized strength by the end of TY03. Net strength, however, stayed relatively flat during CY00. (Total strength was 3120 in January, 3154 in December.)

The 108th Division's Distance Drill Sergeant Program promised to become a model for ARNG cooperation. During 2000, the Division's First Brigade began conducting pre-initial entry training for enlistees of the Georgia National Guard. In return, the Georgia National Guard recruited drill sergeants for the 108th.

The Division also began making plans to transfer drill sergeant companies from North and South Carolina to Georgia and Florida. This relocation of IET units will increase the pool of viable drill sergeant candidates.

The 108th Drill Sergeant School instituted a new, condensed Program



Meeting with 1st Bde Soldiers, GA and NC ARNG at PRE-BCT training site, Fort Gordon, GA circa 1999. 108th Div CG BG(P) Robertson in center.

of Instruction designed to attract more candidates and reduce attrition. This six-month program consists of a two-week AT, five IDT weekends, and a second two-week AT. Candidates embraced it enthusiastically. The first class under the new POI began in May with twenty candidates and graduated seventeen drill sergeants in November. By comparison, the last class under the old POI started with twenty-six candidates and graduated fourteen.

The Division began this year with an internal process of moving some BCT units from the Carolinas to Georgia, Florida, and Puerto Rico, resulting in significant increases in qualified drill sergeant strength and formal re-stationing actions. While these changes took place, both of the Division's drill sergeant brigades continued to support IET at Fort Jackson through the Partnership Program and by conducting a total of six Echo Company missions. The Post Commander and his CSM agreed to brief every new AC Commander and Drill Sergeant about the value of RC trainers.



Billeting at Fort Jackson remained a problem. The 108th Division signed for the Anderson Street Barracks with the agreement that it would manage billeting for Division units as well as other USAR organizations training at the post. Not only were the facilities inadequate for RC needs, but management of billeting placed a strain on Division resources.

During TY00, the five school brigades graduated a total of 4,482 people from IDT and ADT courses. This figure was a drop from the previous year in which 5,191 Soldiers were graduated. The reduction came in the number of National Guard Soldiers enrolled. There were 2,504 in TY99, 1,901 in TY00.

The professional development battalions (CGSOC, CAS3, and DSS) underwent three-year accreditation while the chemical and military police battalions underwent reaccreditation. The health services battalion of the Eighth Brigade (Multifunctional) was fully accredited as well. All TASS units in the Division were fully accredited by the end of CY00.

The Seventh Brigade (Training Support) undertook a new committee assignment for the ROTC Advanced Camp at Fort Lewis, Washington. During previous years, the Division had provided seventy-five hand grenade instructors. During 2000, USARC tasked the Division to provide 150 basic rifle marksmanship instructors. The 108th met the requirement and accomplished the mission by allowing some Soldiers to perform twenty-nine days of AT.

The Senior ROTC Brigade (Provisional) made plans to expand the number of colleges and universities it supported. The 108th Division (Training) was tasked to pilot a new concept of augmenting ROTC detachments with adjunct professors of military science and support cadre, which led to the creation of a 9th Brigade (SROTC) headquartered in Charlotte, NC. This concept was expanded nationwide with the addition of ROTC Brigades to all of the other Divisions (IT). Finding new cadre members proved to be the most difficult challenge because of the unusual educational and time requirements. One recruiting drive during 2000 netted just three new instructors out of 850 candidates contacted.

Several organizations within the 108th Division distinguished themselves during 2000. The 7th Battalion, 108th Regiment (PSS) won the Superior Unit Certificate by compiling a record during TY99 that included 96% DMOSQ, 96% strength, 97% IDT attendance, and 99% AT attendance. This was the first 108th Division TASS battalion to be so recognized.

During May, the Division Band became the first 108th unit ever to deploy outside of the United States when it provided musical support to Soldiers of Joint Task Force Santa Fe in support of Operation New Horizons in El Salvador and Guatemala. Highlights included a joint performance with the El Salvador army band, an appearance by the combo at the U.S. Embassy in San Salvador, and a concert for the U.S. ambassador to El



Salvador and a congressional delegation from North Carolina.

After the attacks of 9-11, the 108th Division (IT) began a period of unprecedented individual and unit mobilizations in support of Operation Noble Eagle for homeland defense, Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom. Being a cadre unit of seasoned NCOs and officers, many Soldiers were individually mobilized and cross-leveled to deploying units short of experienced leaders.

Getting ready for work at the University of North Carolina, at Chapel Hill, Major General H. Douglas Robertson, Commander of the 108th Division (Institutional Training) was called to the television by his wife Tommie. As he got there, the second plane hit the World Trade Center. By the time the airplane hit the Pentagon, MG Robertson had called Ms. Sue Keene, the Command Executive Officer, in Charlotte to ensure she was monitoring the situation.

General Robertson recalled his first thoughts were force protection of the multitude of Reserve Centers under the command. Fearful of what might happen next, the order to lock doors, be vigilant, and make sure key leaders were kept informed was given to all subordinate units. General Robertson called the University and told them he wouldn't be "in for a while" that day.

Since the beginning of his command tenure, General Robertson had stressed

individual readiness sensing that deployments were no longer a matter of "if" but "when." After September 11, 2001, General Robertson pushed his commanders even harder to ensure Soldier readiness. In addition, the Division ordered all subordinate units to create Threat Condition Response teams to include armed guards should anything happen at one of the many facilities.

With the receipt of Permanent Orders 291-2 (Change 1) on 18 October 2001, the Division became a wartime command for the first time. 50 Soldiers, from three subordinate units, were called to active duty to support the reception and training of Individual Ready Reserve Soldiers, to augment the Drill Sergeant strength of Fort Jackson, South Carolina, and to augment the Army Signal School cadre at Fort Gordon, Georgia. Although the missions changed slightly throughout the mobilization, these 50 Soldiers stayed on Active Duty for a full year. A fifty-first Soldier mobilized and deployed to Djibouti, Africa as part of Operation Horn of Africa – the Division's first Soldier OCONUS (Out of Continental United States) as part of the Global War on Terror.

With an initial report date of 20 October 2001, later changed to 26 October, The Division headquarters in Charlotte and the effected brigades quickly sprang into action identifying qualified Soldiers and determining the myriad requirements necessary to ready these individuals and transform the units to active duty status. All peacetime, routine



missions were still required, and yet this new mission would take priority as the country faced the new reality of a nation at war and the unknown requirements of the Army to combat a secretive, non-traditional enemy.

Prior to the Global War on Terrorism, the 108th Division and its units, like all units throughout the reserve component, planned mobilizations based on full-unit mobilizations and deployments. Thus, when the order came to mobilize partial units and individual fills, the Division staff plans were of little use. Instead, full-scale planning was required in order to meet the mission requirements. The headquarters and brigade staffs didn't fail to meet the challenge and quickly produced military decision making models and complete OPLANs.

The Division had focused on building end-strength throughout 2000 and the first two thirds of 2001. As such, the new mobilization requirements did not adversely affect the ability to conduct the normal mission loads of the Total Army School System or the Individual Entry Training requirements already on the Division's plate. For instance, the Signal Battalion, 3d Battalion, 108th Regiment, was staffed at 120 percent. This allowed the battalion to easily absorb the mobilization requirements for Fort Gordon.

On 18 October, the Division received orders to activate fifty Reservists in support of Operation Noble Eagle, which was the homeland counterpart to Operation Enduring Freedom in

Afghanistan. Twenty-five of the Soldiers, all instructors, came from the Division's signal school battalion. They went to Fort Gordon, Georgia. Another fifteen came from the Division's reception battalion and deployed to Fort Jackson, South Carolina. The last ten came from one of the Division's basic training battalions. With the exception of the commanding officer, all of them were drill sergeants. They, too, went to Fort Jackson.³⁷

The activation, which was part of a Presidential Selected Reserve Call-up, came as something of a surprise. "No expansion of the institutional training base is anticipated at PSRC," the Division's mobilization mission statement stated at the time. The "primary planning contingency" was for partial mobilization. Training exercises during the previous few years had involved battalion-sized elements with command-and-control elements from the Division headquarters operations section.³⁸

In order to identify the units and individuals to be mobilized, the Division commander and his staff coordinated closely with Training and Doctrine Command (TRADOC), the garrison commanders at Forts Gordon and Jackson, and subordinate brigades. TRADOC set the exact number of people to be mobilized. The two posts helped to identify the rank structure and military occupational specialties needed. The brigades worked to name specific battalions and Soldiers. Throughout this process, Division planners had to keep in mind that



additional, larger elements could likely be activated and that peacetime training and support requirements remained in effect.³⁹

The small scale of the mobilization caused problems that would not have arisen with a partial or full one. Rather than contracting for food, lodging, and transportation for just a few people, unit commanders allowed many of the activated Soldiers to sleep and eat with their families while at their home stations and to drive personally-owned vehicles (POVs) to the deployment site. Later, these Soldiers experienced difficulties obtaining reimbursement.⁴⁰

In addition, smallness meant that no command-and-control elements were activated to coordinate advance parties or resolve issues with the host installations. Having such an asset available would have helped when, for example, the garrison commander at Fort Gordon tried to make the signal instructors report first to Fort Jackson for in-processing because the former was not a "power projection" post, or when the planned billeting fell through at Fort Jackson.

Small size and limited time also contributed to short circuits in the chain-of-command. Circumstances often forced full-time support personnel at the Division headquarters to communicate directly with activated personnel at Forts Gordon and Jackson. This method was more efficient than trying to coordinate through non-activated, geographically-dispersed

brigades and battalions, but it created friction among the commanders.

The small size was nevertheless a blessing in that it helped to identify a need for increased emphasis on individual readiness. Many of the Soldiers used time at home station to update or correct their records. Others arranged personal affairs like wills and powers-of-attorney. Still others did not have all of their required uniforms and equipment. All are things that should have been completed prior to mobilization.

Despite these few problems, the call-up was accomplished successfully. Furthermore, the experience will help the Division to be better prepared in the event of a partial or full mobilization.⁴¹

Modified Battle Plan

The 108th meanwhile continued all of its peacetime missions. These activities were guided by the Division Battle Plan. Implemented in October 1999 at the start of Training Year 2000, this plan set forth fifteen objectives and goals to meet by the end of TY2003. The plan coincided with the command tenure of Major General Robertson.

In October 2001, the number of objectives was reduced to the five that needed the most attention. The revised goals were as follows:

- Increase unit strength to 100% by the end of 2002 and 105% by the end of 2003 by
- reducing losses and adding Soldiers.



Increase DMOSQ (5-digit) to 80% of assigned strength by the end of TY2002 and 85% by the end of 2003.

Achieve and maintain OES and NCOES requirements.

Take care of Soldiers and develop leaders.

Conduct effective training in accordance with the unit METL.

The revised Battle Plan also included an added METL task: "Retain, recruit, and train sufficient Soldiers to accomplish peacetime and mobilization missions by meeting Division battle plan objectives."⁴²

By the end of 2001, the Division had already met its strength goal for the next year. Strength in January was 3,152, which was 93.2% of those required. Those figures rose respectively to 3,468 and 100.8% by December. The yearly attrition rate dropped from 25.41% at the end of TY00 to 21.4% at the end of TY01.⁴³

Besides the weak economy, which traditionally helps recruiting and retention, several other factors contributed to this improvement. First, retention personnel from the 108th established personal contacts with Reserve Component Career Counselors (RCCCs) at transition points across the United States. Second, the Division retention office gained greater access to the



108TH DIVISION (IT) BATTLE PLAN

July 2001



GOAL To remain a ready, relevant force that is meeting peacetime training requirements, executing all assigned missions, and is capable of supporting mobilization.

VISION By the end of TY 2003, the 108th Division (IT) will be a trained, flexible, viable, stand-alone force that is technologically advanced, adequately resourced, and responsive to the full range of mission requirements. Strength will be at or above 105% of required strength and both DMOSQ and NCOES qualification will be at or above 85% of assigned strength. Readiness of all reporting units will be C2 or better.

OBJECTIVES

OBJECTIVE 1: Increase unit strength to 100% by the end of TY 2002 and 105% by the end of TY 2003 by reducing losses and adding soldiers.

OBJECTIVE 2: Increase DMOSQ (5-digit) to 80% of assigned by the end of TY 2002 and 85% by the end of TY 2003.

OBJECTIVE 3: Achieve and maintain OES and NCOES requirements.

OBJECTIVE 4: Take care of soldiers and develop leaders.

OBJECTIVE 5: Conduct effective training in accordance with the unit METL.



BEFORE THERE IS A WARFIGHTER, THERE IS A TRAINER!



H. Douglas Robertson
H. DOUGLAS ROBERTSON
Major General, USAR
Commanding

R U.S. ARMY
RESERVE 



REQUEST (Recruit Quota) System, which permitted more efficient loading and monitoring of unit vacancies. Third, 79S Retention NCOs were converted to 79V Retention and Transition NCOs, given the mission to transition at least two IRR Soldiers per month, and assigned to reserve centers rather than specific units.⁴⁴

Qualification also trended upwards from 76.2% in January to 78.5% in December.⁴⁵ The Individual Training Resources and Requirement Geographic Information System (ITRR-GIS) helped commanders and staff to monitor this statistic more closely. One problem with the system, however, is that it tracks three-digit rather than five-digit qualification. The drill sergeant and instructor positions in an institutional training Division like the 108th require a fifth-digit "X" or "H" skill identifier.⁴⁶

Drill sergeant strength improved from 354 to 367 during 2001, but it remained a crucial concern.⁴⁷ Attempts to raise these figures included a 2x6x2 program in which candidates attended school for six drill weekends sandwiched between two fourteen-day annual training periods; the establishment of satellite schools in North Carolina and Florida for candidates unable to drill at Fort Jackson; and a partnership effort with the 80th Division (IT) in which the respective academies pooled instructors and resources for the annual training periods.

These efforts began to pay off. The 108th Drill Sergeant School produced Forty-seven graduates during 2001, which was the highest number since 1997.⁴⁸

Programs at the battalion level contributed to this success, too. The 3-485th of the 2nd Brigade, for example, assigned all of its candidates to a single company designed to prepare them for school by building camaraderie, explaining the process of becoming a drill sergeant, and helping recent members of the active component to adjust to the reserves. This battalion boasted a 100% graduation rate in the class that finished in November.⁴⁹

The most drastic effort to recruit Drill Sergeants was the Master Unit Relocation Plan (MURP). It involved the relocation of three battalions.

One of the battalions moved was the TASS signal battalion, which went from Fort Jackson to a site closer to its proponent school at Fort Gordon. The other two organizations were IET battalions, one from Asheboro, North Carolina, and the other from High Point, North Carolina. They went to Orlando, Florida, and Columbus, Georgia.

The MURP accomplished two major ends. First, it reduced competition for Drill Sergeant Candidates among IET battalions in North Carolina. Second, it opened up a new pool of potential recruits in Georgia and Florida. Planning was also underway for establishing IET companies in Puerto Rico within five years. The 108th will have the ability to draw Drill Sergeant Candidates from the entire Region C. In order to train those candidates, a new satellite school was



established at Homestead Air Force Base in Florida.⁵⁰

The IET battalions kept busy during 2001 completing five Echo Company missions at Fort Jackson. Under this concept, active component battalions expand to create a fifth company, designated "Echo," during the "surge" of trainees that occurs in the summer. Reserve battalions rotate drill sergeants through every two weeks.⁵¹ The reserve and active component battalions maintain their relationship throughout the year by participating in the Partnership Program. Rather than training at home station, reserve drill sergeants interact with their active component counterparts and work with trainees by going to Fort Jackson for IDT weekends.⁵²

IET battalions also prepared for their mission by helping recent enlistees to the Georgia and North Carolina National Guard to prepare for basic training. Unfortunately, the official Army National Guard Non-Prior Service Program ended in February 2001 because of funding shortages. Drill sergeant battalions still supported the National Guard, especially in Georgia, but the relationship was an informal one, using regular drill weekends.⁵³

During TY01, the five school brigades graduated a total of 5,075 people from IDT and ADT courses. This figure was an increase from the previous year in which 4,482 Soldiers were graduated.⁵⁴ The combat service support and health services

schools of the 3rd, 5th, and 8th Brigades underwent accreditation during 2001. All passed with the exception of the 8th Brigade's Chemical School, which received Level II probation.⁵⁵

The TASS brigades made notable progress in distance learning. The reserve center in Jacksonville, Florida, was renovated to include three such classrooms. Combined with the facility already in Tampa, Florida, the Division had two locations for distance learning.⁵⁶ The TASS brigades also received \$353,000 to purchase instructional equipment. They used the money to buy computers, audio-visual equipment, and LCD projectors. Unfortunately, an estimated \$1.2 million will be needed to modernize completely.⁵⁷

During June and July, 144 Soldiers went to Fort Lewis, Washington, to teach basic rifle marksmanship training at the ROTC Advanced Camp. The personnel tasking for 2001 by USARC was the largest since 1996, when the Division first began supporting Cadet Command at Fort Lewis. Assembling sufficient people for the mission would have been impossible without Forty-two Soldiers volunteering to perform twenty-nine days of annual training.

Because all of the battalions within the 108th had annual training commitments elsewhere, almost all of the participants came from headquarters units or were Drill Sergeant Candidates. Few had ever worked together before. After four months of training, however, they became an effective team. Of the 2,688 cadets



they trained, eighty-three percent zeroed and ninety-eight percent qualified on their weapons.⁵⁸

The Division also supported ROTC at colleges and universities by providing instructors, trainers, and recruiters to work with cadets for two half-days a week in lieu of weekend drills. The 108th created the pilot organization for this concept at three institutions in 1997. The program has since doubled in size and spans Florida, Georgia, North Carolina, South Carolina, and Puerto Rico. In October 2001, the ROTC Brigade gained permanent status on the TDA as the 9th Brigade.⁵⁹

The Division's 7th Brigade maintained its close relationship with Fort Jackson. The brigade provided personnel to operate post ranges on the weekends. It augmented the reception battalion during the "summer surge." Its role training chaplains at the Soldier Support Institute continued to grow.⁶⁰

Several organizations within the 108th Division distinguished themselves during 2001. Eight organizations won the Superior Unit Certificate. The 5th Battalion (Civil Affairs) was selected to represent the Division at higher-level competition.⁶¹

In April, the Staff Judge Advocate section learned that it had received the 2000 Army Chief of Staff Award for Excellence in Legal Assistance. The section chief, Colonel Gill Beck, won the Judge Advocates Association Outstanding Career Armed Services Award for the United States Army Reserve/National Guard for 2001.⁶²

Colonel David Davenport, the 7th Brigade commander, was elected Vice President, Army Affairs, for the national organization of the Reserve Officers Association.⁶³ Two Division Soldiers, MAJ Timothy Hardison and Sergeant Evgenia Kriakov, participated in the 2001 U.S. Army Invitational Racquetball Tournament. MAJ Hardison went on to compete in the U.S. National Racquetball Championship.⁶⁴

The year 2001 marked the retirement of Major Michael Quinn, the Division public affairs officer. Major Quinn edited The Griffon newspaper for many years, and he was instrumental in preserving much of the 108th's history.⁶⁵

Organizations within the Division represented the Army Reserve in a positive way by voluntary participation in a broad array of community service activities. Members of the Division headquarters fielded a team at a walk to raise money for the American Cancer Society. Soldiers from the 3rd Brigade helped with a similar benefit for Multiple Sclerosis. Drill Sergeants from the 1st Brigade ran a firing range for Boy Scouts. One AGR officer ran a religious "boot camp" for children.⁶⁶

The state Committees for Employer Support of the Guard and Reserve stayed very active. The North Carolina committee, for example gave out over one thousand "My Boss is a Patriot" awards.⁶⁷ The Griffon Association, a private organization consisting of active



and former members of the 108th, awarded three college scholarships of \$500 each to dependents of Division Soldiers.⁶⁸ The 108th Division helped to honor those who served in World War II in two ways. Besides providing burial details for funerals, the Division hosted awards ceremonies to present overdue medals to veterans still living.⁶⁹

In 2002, the US Army Reserve Command and TRADOC tasked the 108th to mobilize a Battalion Task Force to train Individual Ready Reserve (IRR) at Fort Jackson. Known as Task Force Marshall, the TF mission has been in continuous operation since its inception and subsequently expanded its mission to train Navy individual augmentees in land-based operations in three-week POI. Soldiers from the NCOES detachment formed the core of a mission to train individuals being deployed in Theater Specific Training Requirements (TSIRT) at Fort Benning, while Soldiers from the Transportation, Military Police and Engineers Battalions were mobilized as Task Force 108 and later TASS 250 at Fort McClellan, Alabama to conduct MOS reclassification courses, and the majority of the Signal Battalion was mobilized to expand the Signal School at Fort Gordon, Georgia. A large portion of the Chemical battalion was likewise mobilized and deployed to Fort Stewart, Georgia to provide additional chemical and biological defense capabilities. To expand the TRADOC training base, the Reception Battalion and an entire BCT battalion plus a varying number of

BCT companies were mobilized to Fort Jackson, where the 3/518, 1/323, and 2/485 conducted three sequential rotations on active duty.

The year marked the culmination of a four-year battle plan that Major General H. Douglas Robertson implemented soon after he became Division commander. In March 1999, the Division the Division had only 92% of its authorized strength with barely more than 61% qualified for their assigned duties. Just 59% of people in drill sergeant positions could perform their mission. By September 2003, General Robertson wanted to attain 105% strength and 85% duty qualification, to include drill sergeants. He sought to meet these goals by taking a focused approach that tracked unit improvement on a year-to-year basis.⁷⁰

The Division's strength exceeded expectations, reaching a peak of 110.8 in November 2002 before dropping as a result of mobilizations. Strength stood at 105% in September 2003. Duty qualification reached 84% that same month, a few tenths shy of the mark.

Although the percentage of Drill Sergeants did not rise nearly as much as desired, the 70% qualification rate represented a substantial improvement that can be attributed to the many innovations made during General Robertson's tenure. These included compacting the drill sergeant school curriculum so that candidates could complete the program within a year, opening satellite training



sites to reduce within lengthy weekend drives, conducting joint two-week blocks of instruction with the 80th Division, and establishing a mutually beneficial relationship with the National Guard that allowed for Soldiers to spend several years “on the trail” with the Army Reserve before returning to their original unit.⁷¹ The rise of the drill sergeant qualification rate by another eight percentage points into the next year reflects the effectiveness of these changes.

Major General Robertson clearly made a difference by the time he turned over command in March 2003.⁷² His successor, Major General Charles E. McCartney, Jr., had played a key role during the previous four years as the assistant Division commander (ADC) for operations. So, too, had Brigadier General James B Mallory III, who moved from ADC for support to ADC for operations.⁷³

Not content for the Division to rest on its laurels, Major General McCartney initiated an enhanced battle plan during the spring of 2003. Building upon data collected and lessons learned during the previous four years, this one contained more precise targets for improvement. It also took into account the ongoing war as well as the transformation of the larger Army Reserve.⁷⁴

One such change coming down from the U.S. Army Reserve Command (USARC) was the establishment in October 2003 of the Trainee, Transient, Holdee, and Student (TTHS) account.

This computer-driven program came about after many mobilized Reservists reported for active duty with inadequate training, serious medical conditions, and similar problems made them liabilities in combat. TTHS heightened the readiness of units by removing non-duty qualified Soldiers, those in the process of relocating, those who had permanent medical profiles, and anybody else unable to mobilize immediately.⁷⁵

Region C served as part of the test bed for TTHS, which meant that the 108th helped to work out some of the problems inherent to such a large, complicated undertaking. The Division also coordinated facilities and provided drill sergeants to provide pre-BCT training to Delayed Entry Soldiers assigned to TTHS.⁷⁶

Another long-term initiative was the Master Unit Relocation Plan (MURP), which called for shifting basic training battalions to Georgia, Florida, and Puerto Rico from North and South Carolina. The plan additionally involved spreading companies of the battalions in all areas across multiple cities. The intent of the MURP was to enlarge the Division’s recruiting pool for potential drill sergeants. By the end of 2003, a number of companies began to appear in Georgia and Florida.⁷⁷

Amid transformation and a changeover of commanding generals, the Division underwent the farthest-reaching mobilization in its history. Over 370 Soldiers from dozens of units received orders during 2003 for active duty in places



around the world. They comprised over ten percent of the 108th's assigned strength. Approximately two-thirds of them spent a year supporting basic combat training (BCT) at Fort Jackson as part of what planners called Training Base Expansion (TBE).⁷⁸

The largest organic part of the Division to go to the South Carolina post was the 3-518th from Hickory, North Carolina. The call-up came in February after one of the regular battalions at Fort Jackson deployed Hungary to work with Iraqi exiles. The approximately one hundred men and women of the 3-518th operated under their own flag and had responsibility for all nine weeks of the training cycle. Their commander was Lieutenant Colonel Arthur L. Scott. The senior noncommissioned officer was Command Sergeant Major Richard J. Minton.⁷⁹

Units from the 108th comprised the bulk of a second major formation, Task Force Jackson. This battalion-sized organization consisted of forty-six personnel services Soldiers from the 2-518th (headquartered in Wilson, North Carolina), twenty-five people from the 416th CONUS Replacement Detachment (an 81st Reserve Support Command unit from Alabama), and two drill sergeant companies consisting of approximately thirty-five Soldiers from the 1-321st (ordinarily headquartered at the Boyden Arbor Reserve center on Fort Jackson). The commander was Lieutenant Colonel Tony L. Clark, who during peacetime commanded the 2-518th. The acting Sergeant Major was First Sergeant Larry D. Williams.⁸⁰

Task Force Jackson had the mission of processing Individual Ready Reservists onto active duty and then conducting seven days of refresher training. The original Division mobilization plan had called for an entire drill sergeant battalion as well as additional personnel services Soldiers and a cell from the Division headquarters to perform this function. The Army did not have sufficient funds, however to establish a separate site.

Instead, Task Force Jackson would use reception facilities already operated by the active component. This arrangement would entail working at night to process the two hundred IRR Soldiers estimated to arrive each week.

Division leaders anticipated that the Army might eventually want to execute the original mobilization plan. Consequently, they made preparations during February for a second phase of the TBE.⁸¹

The lightning defeat of Saddam Hussein's military and the underestimation of American forces needed to occupy Iraq meant that Task Force Jackson had much less work to do than planned. Approximately forty IRR Soldiers came through Fort Jackson between March and June. The task force handled another sixty or so during the remainder of its year on active duty.

Members of Task Force Jackson subsequently found other duties on post. The Soldiers from the 2-518th supported the 120th Reception Battalion, which is what they normally did during their annual training. Many of the Drill Sergeants from



the 1-321st augmented the post's First BCT Brigade. Company D of the 1-321st provided assistance with an experiment conducted by the West Point Physical Education Department involving 250 recruits.⁸²

The situation at Fort Jackson changed for the 3-518th, too, when the active component battalion returned from Hungary earlier than expected. As a result, the mobilized Drill Sergeants from the 3-518th took over most of the Echo Company missions Reservists otherwise would have performed as part of their annual training. Some of the Division's non-mobilized personnel performed augmentation missions during the summer instead.⁸³

The TBE also meant sending instructors from the Army School System (TASS) battalions to augment their proponent schools. Approximately thirty instructors from the 108th actually went they came from the engineer, communications, military intelligence, transportation, and chemical battalions.⁸⁴

The TASS schools of the 108th contributed to the war effort in other ways. For example, the 2nd Military Police Battalion of the Third Brigade provided training to a recently redesignated infantry company of the North Carolina National Guard that later deployed into combat. Military policemen were in extremely high demand during the occupation of Iraq, and the 108th helped to supply this need.⁸⁵

The contributions of the Division's instructors and supporting staff become even more impressive considering that, amid all

these wartime activities, they continued to conduct courses for non-mobilized Reservists and National Guardsmen. In all, 5,218 Soldiers were graduated from Division schools during TY03.⁸⁶ Despite the stresses of mobilization, the Chemical Battalion received an "Institution of Excellence" accreditation grade.⁸⁷ The multifunctional Eight Brigade helped to make these successes possible by sending military police and chemical instructors from Puerto Rico to fill in for people in other brigades who had been mobilized.⁸⁸

The mobilization mission which the Division had been assigned prior to the war focused entirely on the TBE. Neither it nor the resulting operations plan said anything about sending away Soldiers on an individual basis. Nevertheless personnel shortages in other units slated for activation led to the involuntary transfers of Soldiers from the 108th. These "cross-level" mobilizations affected almost 140 men and women in the Division during 2003.

General Robertson had anticipated this scenario during the previous year. In addition to promoting individual readiness, he had made family support a high priority. He hired Ms. Charlotte Douglas to coordinate family readiness activities for the Division. Wanting somebody who could relate to the Army from the same outsider's perspective as many Reserve spouses, he had specifically chosen a civilian who had no military experience.

Ms. Douglas helped to create a strong family readiness infrastructure by the time



mobilizations began surging during late 2002 and early 2003. Family support groups across the Division sent care packages, served as sources of information, and provided as much assistance as possible even though the cross-leveled Soldiers technically belonged to other units.

Despite these preparations, the call-ups sometimes came suddenly and randomly from the perspective of those at the lower echelons. They taxed the Division's ability to perform peacetime duties and placed an even greater strain on the people concerned. Over a hundred more 108th Soldiers would be cross-leveled during 2004.

The 108th Division (Institutional Training) is a major subordinate command of the United States Army Reserve Command (USARC). The Division stretched hard to accomplish its missions

during the course of calendar year 2005. The 108th not only conducted its usual suite of peacetime missions but also provided support to the Global War on Terrorism (GWOT). Over 350 Soldiers mobilized to fill a variety of roles for the Army: instructors to proponent schools, Soldiers to deploying units, TSIRT, etc. The 108th also mobilized two battalions plus two companies and extended three battalions of our subordinate units.

Through the end of 2005, the 108th Division (IT) mobilized, deployed or cross-leveled 360 Soldiers supporting Operation Enduring Freedom, Operation Noble Eagle and Operation Iraqi Freedom. In March the 108th mobilized Soldiers to train/advise the Afghan Army (Mar.20th).

The remainder of the Division conducted missions as follows:

1st Brigade (BCT)

- Executed successful ECHO Company Basic Combat Training (BCT) missions at Fort Jackson
- Mobilized two battalions to Fort Jackson
- Began preparation for the FA-TRAC mission
- Change of Command: COL David Puster assumed command from COL Charles Luckey April 2005

2nd Brigade (BCT)

- Successfully executed two ECHO Company Basic Combat Training (BCT) missions at Fort Jackson, SC.
- 1st Battalion, 518 Regiment mobilized to Fort Jackson on 18 August 2004 to train IRR Soldiers in support the global war on terrorism (GWOT)
- Began preparation for the FA-TRAC mission
- 1LT Matthew P. Verett was selected as the "Army Reserve" General Douglas MacArthur Leadership Award" winner for CY 2005.
- LTG James R. Helmly, III Chief of the Army Reserve, visited the 2nd Battalion, 323d Regiment in Lumberton, NC on 17-18 September 2005.



3rd Brigade (TASS)

- BIDS Detachment received Full Accreditation with 'No Deficiencies' from the CM School Accreditation team
- 4th Battalion (CM) graduated a record 123 fully accredited students.
- 4th Battalion (CM) was cited as an "Institute of Excellence"
- 6th Battalion (MI) received renewal of their full accreditation by Fort Huachuca.

4th Brigade

UNSUBMITTED

5th Brigade

- Transferred 10th Battalion to the control of 4th Brigade (TASS) in April 2005
- Conducted a formal Dining Out and Inactivation ceremony (attended by the Division Commander) officially inactivating the 5th Brigade (HS) in October 2005

6th Brigade (PD)

- The CGSC battalion conducted Phase 2 and 4 training at Fort Dix.
- Staffed 13 OCAR training sites with Warrant Tactical Officers to implement new Warrant Officer Candidate Course – Reserve Component (WOCC-RC) training mission
- Change of Command: COL Karlynn P. O'Shaughnessy relinquished command to LTC David Rittenhouse on 6 November (to become Chief of Staff).

7th Brigade (TS)

- Change of Command: COL Willie Frazier relinquished command to COL Ellen Greene in May. However, the promotion of COL Greene to BG by the end of the year required the transfer of command to COL Ogden Hansford.
- Reached 110% strength, as of 31 December 2005
- Provided Soldiers in support of the ROTC NAC at Fort Lewis, WA; for BRM at Fort Jackson; and the ITT mission.
- Provided Soldiers to support both the January and June Chaplin Officer Basic Course (CHOBC).

8th Brigade (M)

- Conducted first ILE Phases I, II and III in Puerto Rico at the Euripides Rubio USAR Center in Puerto Nuevo. Thirty six students were graduated from phase I and are currently enroll in Phase II.
- Successfully conducted first two Field Exercises in Camp Santiago, Salinas, PR in more than 17 years to prepare our Soldiers for mobilization to support the GWOT.
- Mobilized 38 Soldiers in support of GWOT.

9th Brigade (SROTC)

- Provide replacement and augmentation support to twelve major universities.
- Change of Command: COL Stuart M. Dyer passed command to COL Claude Schmid on 19 November.



During CY05, the CSS Battalions in the 4th and 8th Brigades successfully completed accreditation. 10th BN of the 5th Bde was inspected by the AMEDD in which they passed with few issues. The Chemical BN in the 8th Bde went through certification from Fort Leonard Wood and was placed on Probation II. Recertified will happen during TY 2005.

The 2nd Battalion 518th Regiment mobilized twenty-five Soldiers to support the 120th Reception BN at Fort Jackson, SC. 323 Battalion mobilized ten Soldiers to support 1st Brigade (BCT) at Fort Jackson. 3rd Brigade mobilized twenty-five Soldiers to support the Signal School at Fort Gordon, GA

The Division supplied 144 Soldiers in support of the ROTC Advance Camp mission at Fort Lewis, WA, with 42 of these Soldiers conducting 29 day AT. The mission given to the Division was to operate the BRM range in two increments, which resulted in training 2,688 cadets. There were four train-up drills that were conducted from January 2001-May 2001, April 2005, Soldiers were sent back to their units for administrative reasons. The AT mission was conducted from 11 June 2005 – 8 July 2005.

A total of 55 Drill Sergeant Candidates started Drill Sergeant School with 47 graduating to become Drill Sergeants.

The 11th Battalion conducted two annual training classes: the last of the CGSOC legacy phase 4 and the new ILE phase 1 in June 2005 at Fort Dix, NJ

and graduated 294 students. The 12th Battalion conducted 21 CAX Phase 2B classes graduating 236 students. The Drill Sergeant School (DSS) graduated 77 newly qualified drill sergeants.

One Task Force (TF)—composed of 2nd Battalion (BCT), 485 Regiment (later this chapter), 1st Brigade (IET) and three companies out of 2nd Brigade (IET) – mobilized to Fort Jackson. The 2 Battalion (MP), 108 Regiment, 3rd Brigade mobilized 53 Soldiers to Fort Leonard Wood, MO in support of training base expansion for MP training. This augmentation package was needed to train an additional eight companies (approximately 750 PAX). The 1st Battalion, 518 Regiment extended a previous mob for another year as part of TF Marshall at Fort Jackson for IRR call up training. The 8th Battalion, 108th Regiment extended a previous mob for another year as TF 108th to Fort McClellan, AL to run the 88M reclassification training course for NG, AC and USAR units. The 3-323rd (see following page) from 1st Brigade extended a previous mob at Fort Jackson. Nine Soldiers mobilized in support of the ANA mission-mobilizing for a total of 545 days. (see chapter 4).

The 108th Division (IT) concluded the expansion of our area of responsibility by integrating Mississippi and par of Alabama in to the unit: Operation Expanding Griffon. The geographical changes were the catalyst for additional reorganization of assets to provide better service to the Army



and to facilitate recruitment and retention. Shifting existing battalions and companies provide better coverage of Georgia, Florida and Puerto Rico. Operation Expanding Griffon also expanded the pool from which to recruit Soldiers because of the greater disbursal of subordinate units through the Master Unit Relocation Plan. The major changes are listed below.

- Assume command & Control (C2) of units from 100th Division in AL & MS
- Gain responsibility for TASS mission in AL & MS under 84th/100th /108th reorganization.
- Move 3rd Brigade flag from Fort Jackson, SC to Huntsville, AL
- Move Chemical Battalion flag from Fort Jackson, SC to Huntsville, AL
- Move Logistics Battalion flag from Fort Jackson, SC to Redstone Arsenal, AL
- Move Transportation Battalion (TC) flag from Decatur, GA to Jackson, MS
- Pick up a new IET Battalion (4-323) in Montgomery, AL
- Pick up a new (BIDS) Detachments at Fort McClellan, AL
- Pick up a new ordinance (OD) Detachments at Redstone Arsenal, AL
- Begin deactivation process on...
 - 5th Brigade (HS)
 - Ordinance (OD) Detachments in
 - Jacksonville, FL and Decatur, GA
 - NCOES Detachment Concord, NC
- Transfer Health Services Battalion to 4th Brigade upon deactivation of 5th Brigade

The ever-expanding distances between headquarter sections and subordinate

units pose C2 challenges on Soldiers and operating budgets. The new collaboration tools provided by Army Knowledge Online (AKO) are extremely useful in mitigating the C3 risks. Units must expand use of these network-based tools as missions scatter subordinate elements more widely around the globe.

The planning begun in late 2004 to support the 2006 Foreign Army Training and Assistance Command (FA-TRAC) mission to Iraq accelerated and intensified in 2005. Working from the detailed information provided by the 80th Division (IT) the Tactical Operations Center (TOC) began designating Battle Poster Positions and issues a Master Training Schedule. On 08-10 July 05 the 108th's Military Transition Team (MiTT) leadership visited the 80th Division Mob Station at Camp Atterbury, IN. As a result the 108th conducted a series of two week training rotations at Fort McClellan, AL called TF WARRIOR (Aug-Sep) to provide mass training for Soldiers already on the Battle Roster. Subjects covered included HMMWV driver's licensing, Combat Lifesaver's Certification, weapons training, convoy operations and an SRP. The Division staff performed Soldiers Readiness Processing (SCR) for approximately 870 Soldiers in preparation for the FA-TRAC mission. These SRPs resulted in identifying and correcting many "showstoppers." USARC added the 108th DIVIT to the "Commanding General's Unit of Interest" list (CGUI) on 06 SEP 05 and the 108th began participation in SVTCs and SIPRNET Traffic. Over the



remaining months of the year the 108th validated the final Battle Roster, mobilized half of the people for the TOC, conducted a centralized MOBEX-SRP, culminating in the receipt of the official Alert Order on 23 DEC 2005 authoring 15 additional Unit Identification Codes (UICs) within Division.

The Division headquarters and staff also deserve some mention for their accomplishments. The Division quarterly newspaper "The Griffon" won the "2005 Brumsfield Excellence in Journalism" award for Commentary (Category G). Division HHC Supported the ROTC mission with 10 Soldiers who went to Fort Lewis, WA in two increments. The mission was to run the BRM range for ROTC Advance Camp Cadets.

The 108th Legal Assistance Office won the Army Chief of Staff award for legal excellence for the 5th Year in a row (for 2004 from Army COS).⁸⁹



***I encourage all of those in
uniform to enjoy the journey
as it will be over too fast.***

COL (Ret) Sam Canipe





The 323rd Never Quits: Training Base Expansion Mission.

Jeff Czapiewski

The order came in March 2004, "The 3rd Battalion, 323rd Regiment will mobilize to Ft. Jackson, South Carolina for a period of at least 1 year to conduct Training Base Expansion in order to augment the training capability of the United States Army Training Center, Fort Jackson." The battalion was well prepared for this mission and anxious to finally execute it. Our unit had been standing in the door two other times and been pulled back, but finally this order would happen. One hundred and ten Soldiers arrived at Ft. Jackson on June 2, 2004, completed in processing, training, and certification, and after one month they were fully engaged training over 1200 Soldiers.

Mobilizing a battalion was a massive undertaking

especially since Ft. Jackson had done nothing more than Echo Company Missions. The battalion needed to come up to speed on the new BCT POI, Warrior Tasks and Drills. The Fighting Falcons from the triple A-O battalion, 2-39 provided excellent support as the sponsor battalion. Exchanging 4 Drill Sergeants and the Executive Officer for each company ensured a smooth transition from Reserve to Active status at Ft. Jackson. Prior to any training happening,

though, the battalion had to get its facilities ready to train Soldiers. The Ft. Jackson Directorate staff worked overtime opening re-locatable and World War II buildings all over the post. The battalion XO, Donald Campbell and staff, especially the S4, Cameron Denton had their work cut out for them. Soon the battalion made a mark on Ft. Jackson as one of the best training battalions. It set a high standard for all 108th battalions to come.

The 3rd Battalion of the 323rd Regiment has a long history with Ft. Jackson. From its constitution there in 1917 to service in World War I and II where it earned battle streamers for Meuse-Argonne, Lorraine 1918, Western Pacific, and Leyte; culminating in this mobilization from June 2004 until June 2005. The





LTC Jeff Czopiewski presents the 14 new promotees

battalions crest and lineage now has its rightful place on the wall in the Regimental Room at the Ft. Jackson Officers Club.



EIB Winners (L to R) CPT Brion Docker, DS (SFC) Kelsie Hagon, DS (SFC) Todd Hayes, DS (SFC) Bobby Jonkowsky, 1LT Thaddeus Clark, TSG Bryon Fleenor, LTC Jeff Czopiewski

Training over 5000 Soldiers for the Army's Active,



1LT Tim Peterson Leading the Tug-of-War team to victory

Reserve, and National Guard components is tough and rewarding.

The unit experienced a record-setting promotion rate, with 70% of the battalion getting

promoted. Nothing gives a battalion commander more pleasure than to promote his Soldiers.

The battalion was able to hold a ceremony attended by BG Luckey at one of the ranges where the promotees were honored in front of the Soldiers they were training.

As an acknowledgement of professionalism during the training cycle, one Drill Sergeant was selected as Drill Sergeant of the Cycle for each company.

The battalion may not have had

the best sports teams but it did participate in football, basketball, volleyball, and

softball and had fun competing. It did have some standouts



LTC Czopiewski explains the 3/323 Unit Crest and Lineage during the dedication ceremony at Ft. Jackson Officers Club



BG Charles D. Luckey Promotes TSG Bryon Fleenor to Sergeant Major

such as MAJ Antonio Austin and TSG Damon Owens who participated in the Army 10-Miler. 1LT Timothy "Big Thunder" Peterson, represented the battalion in the Armed Forces Games, along with many other Soldiers who competed in soccer, the biathlon and triathlon.



Most notable were the six infantrymen from the battalion who competed for and earned the esteemed Expert Infantry Badge (EIB). Whether "true-blue" or "bladerunner", the 3-323rd had the sole honor of sending 6 of the 25 Soldiers who attended. All participants returned with



the badge proudly displayed on their chest.

Finally, it is in parting that the battalion wishes to honor three of our fallen comrades who did not return with us. Whether in a combat situation or in garrison, the loss of a Soldier is tough on a unit and they will always be remembered as great and loyal friends and proud "Tiger



Warriors" who Never Quit! All fell due to natural causes.

PVT Dennis R. Gough, III

SFC Todd C. Hayes

SFC Terard Humphries

One last time I honor all the Soldiers of 3/323rd; the 110 member cadre of

professional officers and NCOs and the more than 5000 Soldiers the battalion trained for America's Army.

Tiger Warriors, Never Quit. Tiger Six, Out.



Drill Sergeants of the Cycle

Kelsie Hagan, A Co

Sandra Williams, C Co

Robert Isom, E Co

Ronald Melter Jr, A Co

Bryan Anglin, B Co

Christopher Stanzione, D Co

Michael Bookman, E Co

Andria Samms, B Co

Rodney Pearson, C Co

John McMahan, A Co

David Chambliss, D Co

Diaha Lewis, E Co

Richard Walker, C Co

Alvin Porch, A Co

Ronald Sanders, B Co

Robert Henderson, D Co

Steven Ashcraft, C Co

Jeff Czapiewski is currently an O5 working at the 108th Training Command Headquarters.





2-485th: The Breakthru Battalion

Karl A. Voigt

Mobilization

MOB Station: Fort Jackson, SC, 26 May 05
Months on Station / Mob: 18 months as a Bn

MISSION STATEMENT

Conduct Basic Combat Training in order to provide our Army with Soldiers trained to standard in their basic skills.

What we did:

For the period of Jun 2002 thru Nov 2006 the 2nd battalion, 485th Regiment, under the 108th Multiple Unit Relocation Plan, moved and established itself from Asheboro, NC, to St Petersburg, Florida. A year before the anticipated move, the 2-485th and 1st Brigade leadership established themselves, with minimal Installation Management Agency involvement or local leadership infrastructure, and began recruiting and organizing for BCT operations across Florida -- starting with only a few Soldiers with no set company locations to operate from, but the trunks of their POVs, for monthly

Battle Assemblies. Once formally ordered, in Jun 2002, the battalion officially moved from North Carolina to Florida.



Due singularly to the selfless recruiting energy and vision of the Soldiers establishing the 2-485th in Florida, the unit membership



recruited and retained 200% (210 of 105) total strength and 103% qualified Drill Sergeants within 1 year of formal establishment of the Battalion and company headquarters in Florida. Furthermore, in Oct 2003, by direction of MURP planning, the 2-485th transferred our B Company Soldiers as an initial establishment of the 2-321st moving to Perrine Florida -- thus, starting (in addition to ourselves) another fledgling DS battalion (2-321st) in Perrine, FL. This caused our overall and qualified DS strength to temporarily decline as our numbers split across 2 Battalions. However, in only 6 months time the 2-485th was back over 144% strength and over 95% of required qualified DS strength. Across the Battalion's operations in Florida, we consistently maintained strength levels around 120-150 % and averaged over 92% fully qualified Drill Sergeants. The 2-485th's five companies actively trained and operated across Florida from Ft. Myers, to St. Petersburg, to Orlando and to Jacksonville. During this period we held the highest strength across the 2 IET Brigades in both strength and

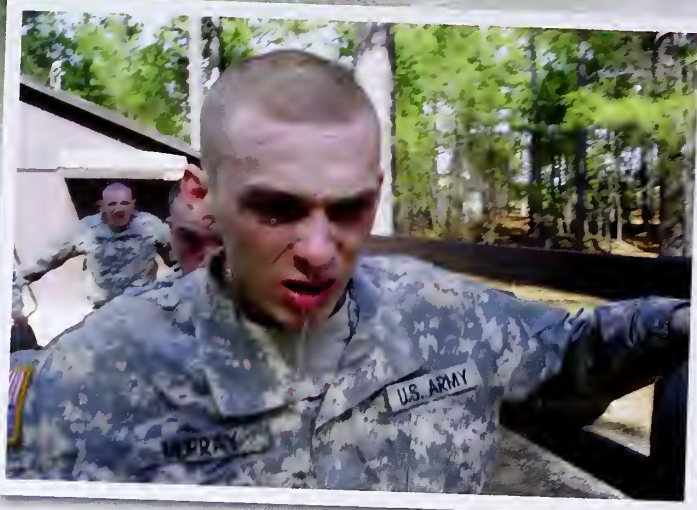
qualified DSs, for more than 50 months.

During the first 34 months of this period of growth in Florida, the 2-485th focused on graduating and training new Drill Sergeants through weapons qualification (actively qualifying twice a year -- before semiannual qualification was directed by the CAR), sending DS Candidates to Drill Sergeant school, NCOES/DMOS schools, and instructing Basic Combat Skills to other Florida units to maintain instructional freshness our their basic combat training (BCT) skills. The 2-485th, through development of intra-unit relationships and coordination developed and executed training programs for PreIET Soldiers under the TTHS and REP 63 (for FLAANG) Programs, whereby we provided participating units BCT introductory instruction on selected Soldier skills, so that when they arrived at BCT, these future Soldiers were already exposed to a BCT-like training and environment. This exposure included PT, Drill and Ceremony, Land Navigation, pre-BRM on the M16A2 and other basic Soldierization skills -- all

instructed by 2-485th's Drill Sergeants. The result was an increased graduation rate and success in BCT as well as, upon arrive, many were selected as Squad Leaders and Platoon Guides because of their Soldier and leadership skills taught through these TTHS and REP 63 programs.

We further trained many units across Florida in the execution their Basic and Advanced Rifle Marksmanship and instructed Warrior Tasks and Battle Drills common to all Soldiers. In addition to their regular USAR relationships, we established a positive and collaborative (informally 'joint') arrangement with others organizations like the US Coast Guard (USCG) in Ft Myers, St Petersburg and USAF, McDill AFB and the USN at NAS/NADEP, Jacksonville. We organized and collaborated with these organizations for mutual support and operational training, most notably with the USCG teaching weapons training to their members while honing their own instructional and weapons handling skills training -- using their equipment. At Camp Blanding Joint Training Site, 2-485th DSs





working with resident FLANG and USAR units, trained National Guard Soldiers as well as provided opportunities to share resources for weapons, land navigation and equipment use and maintenance training. The 2-485th also worked with units in The Recruiting Command in Orlando and Dayton where Drill Sergeants were incorporated into the recruiting stations testing regiment for new recruits for qualification prior to their acceptance into the armed forces.

Mobilized Period (May 2005 thru Nov 2006):

On 26 May 2005 less than 36 months after establishment as a reserve Basic Combat Training (BCT) battalion in Florida, the 2-485th mobilized in support of OPERATION ENDURING FREEDOM in May 2005, to augment the active duty 4th Combat Training Brigade (CTB) mission to Fort Jackson, SC. This mission was resourced under FY 05 TRAP 9 in direct support of the 30,000 Soldier Training Base Expansion.

The 2-485th organically mobilized, an unparalleled 87% of required 105 Soldiers from assigned personnel with other critical skills and credentials (that continue in short

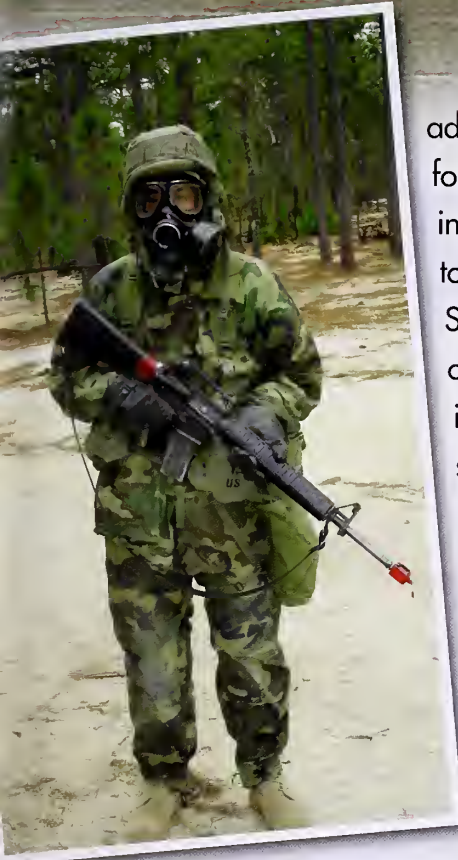
supply across the Army such as female Drill Sergeants, CO CDR/XOs, supply sergeants and armorers) cross-leveled within the Brigade. Specifically, the 2-485th activated an unprecedented 93% of the required Drill Sergeants organically from assigned manning.

Overcoming many obstacles including untimely MOB order publication, resource limitations and an SRP process/infrastructure at FJSC that was both ill-prepared and ill-resourced to address MOB needs as well as the dysfunctional and untimely reserve RFF process, the 2-485th the highest certified and trained cadre in the areas of CLS, CCFSC, CTC, SCTC, and MAC. Upon their arrival, they continued to certify Cadre in all BCT operational areas. Up until the last mobilized month the 2-485th was the only Battalion to have certified Soldiers in MAC2, master drivers as well as 4 Qualified CLS instructors.

During the 4th Brigade CIP (their mobilized brigade of attachment) in November 2005, the 2-485th received high marks and extensive accolades in the areas of safety, drivers training, operations and training, supply and administration management. The Battalion Drivers Program, in particular was unequaled across the ATC, cited as the model for which all Battalion Drivers programs.

As another point reinforcing our integration into ATC operations the 2-485th's FRG represented the 4th Brigade and were recognized by having our FRG Liaison and her family receive the Family of the Year Award for 2005.





As another advantage and force multiplier inherent to USAR Soldiers and organizations is civilian skills as well as their military skill set. A great example is an instance which 3 days after pick up a

Soldier was experiencing

difficulty breathing while sleeping, and was discovered by the Fire Guard (staffed by Soldiers in Training) reporting this to the CQ (staffed by a Drill Sergeant on duty). This simple act of starting the chain of actions as they did, the Fire Guards, the CQ and soon the ATC EMTs were all engaged in lifesaving actions preventing the death of this Soldier. These Fireguards on their 3rd day at BCT were already versed in a command climate that instructed, and encouraged Soldiers to act. Further, the CQ, Drill Sergeant also happened to be a certified and licensed EMT in civilian life. Afterward, as the Soldier was recovering the Battalion facilitated the care of his visiting family as cared for the now saved, and recovering Soldier. If this Soldier had not been observed by the Fire Guards and acted upon by them and the CQ (and the EMTs at the ATC) he would not be alive today.

The 2-485th's continued demonstrated excellence and superior performance came by earning two prestigious Brigade awards: The 4th Combat Training Brigade, "Vanguard" for Highest Basic Rifle Marksmanship Average Recognition and Highest Average Graduation Rate Soldiers Recognition. The 2-485th was the first Battalion to earn this -- during their 3rd BCT cycle in the 2nd Quarter 2006, and retained it through the 3rd and 4th fiscal quarters. This established the 2-485th as extremely competitive and very much a premiere training organization -- on par with their peer battalions on the ATC.

Other notable areas include the 2-485th was first to exploit the opportunity to qualify Soldiers with the M4 rifles -- the preferred weapon in theater at the time. We validated that M-4 Qualification is, though somewhat different in handling and individual skills, is just as effective and possible in the BCT environment as M16A2 and M16A4. This afforded the rest of the Battalions on FJSC to seek opportunities to obtain M-4.

While Mobilized the 2-485th continued to groom Soldiers for Drill Sergeant qualification by sending no less than, 9 Drill Sergeant Candidates to the FJDS School in Jun 2005 and Aug 2006 all of whom graduated.

The 2-485th also continued investing in the Battalion and Divisional growth by obtaining, NCOES and OES quotas, and sending Soldiers to professional education opportunities. We were able send 5 officers and 24 NCOs to career required educational schools (taking advantage of 54 individual school slots) without any interruption in mission



accomplishment or OPTEMPO. Detailed by grade/school completed: officers – 1-USAWC; 1-ILE; 2-CAS3/CAX, 1-AG OAC; enlisted: 10-ANCOC (4-both phases); 6-BNCOC (3-both phases); 5-FSC; and 3-BSNCO. Of the NCOES attended 5 graduated with honors and 18 with superior marks. This is nothing short of a significantly high ROI in these Soldiers' careers by setting the conditions for them to be able to succeed in leadership positions of greater responsibility in the future – this invests in the future leadership of the Army.

Further, the 2-485th experienced multiple promotions during this period, resulting in no less than 42 promotions (35 enlisted and 8 officers) without any interruption in mission accomplishment or OPTEMPO. Detailed promotions as follows: 1 to O-6; 4 to O-4; 1 to O-3; 2 to O-2, 1 to E-9; 6 to E-8 (2 AGR Soldiers); 20 to E-7; 7 to E-6; and 1 to E-5.

As of September 2006, 2-485th transformed 4,941 civilians into Soldiers over 15 months. All five companies completed a total of 30 basic combat training cycles from 1 July 2005 to Nov 06. Furthermore, C and E Companies were reorganized to extend for an additional 6 months beyond the involuntary mobilization of 18 month. They provided FJSC additional capability to

train 4 un programmed but required BCT Cycles with 2 planned for Jan 07.

The 2-485th also invested in and cared for its new adopted local community of FJSC and Columbia, SC through the professional and dignified conduct of three Casualty Assistance Officer Missions for Families of Fallen Soldiers; six Funerals officiated for local Veterans and seven Casualty Notification Missions for Families of Fallen Soldiers, fifteen retirement ceremonies and being selected to provide the color guard for the 81st RRG deactivation ceremony.

Smaller but no less significant accomplishments/missions include;

- The safe Mobilization over 150,000 miles and no casualties and injuries during the movement
- 4 Casualty Assistance Officer missions
- officiated over 5 funerals
- Spearheading the Motorcycle Safety program that will template motorcycle safety across the whole ATC.
- 7 VIP hosts representing the FJSC command and leadership
- across 2 summers they trained no less that 24 ROTC and West Point Cadets in the CTLT/DCLT program exceeding the normal ratio of 1 cadet per company commander.
- Conducted 2 Battalion moves. This included taking ownership of and improving the quality of life and state of repair of each area they occupied. (self-help)
- Established a UMT that is the model for the Chaplain School and a



required observed example of UMT operations for all Chaplains going through Chaplain Basic Course.

- Augmented the AD force across the ATC, depleted from tasking for key individuals such as addition Battalion XO's, S3 battalion staff section expertise as well as additional battalion operations support.
- Developed a series of pilot program POIs addressing the TRADOC enhanced BCT that targets the Soldier population requiring a couple to a few more weeks training to succeed at the BCT Rigor and demands.
- sent over a dozen participates in 2 Army 10 Milers 05 & 06 (each)
- Developed, coordinated, resourced and executed seven BCT graduations.
- 4 Recruiter sponsored educational tours-- from across CONUS.
- Participation in WTBD development for the Basic Training POI.
- Development of a Battalion Wellness program templated on TRADOC's DS Wellness Program, caring for the health and welfare of all of 2-485th Soldiers.
- "Vanguard" FOB development and construction support (self-help) which consisted of a COE training environment envisioned and designed by the CSA.
- a 2-485th officer chosen to serve as the Project Manager for the renovation project of the brigade chapel.
- Membership participation in war reenactments as part of the 2nd SC Regt.
- Community out reach for the ATC:
Ronald McDonald House
Columbia Metro Baptist

Association Food Pantry

The 'Read Across Ft. Jackson' Program from March to May 2006

- Selected to host CSA (GEN Schoomaker) at the Omaha Live Fire Buddy Movement Range during his visit to FJSC in September 2006
- Spearheaded the redesign of the Mounted Combat Patrol Live Fire Range and training Forward Operating Base (FOB) development in the 4th Brigade Field Exercise Training Areas.

The 485th Regimental motto, "Perrumpo", Latin for "I Breakthrough", epitomizes the character of the battalion accomplishments while mobilized in support of the War on Terror. The 2-485th not only broke through, exceeding expectations for a USAR battalion, but broke through and forged a new legacy exceeding its active duty peers.

Karl Voigt is currently an O6 and long-time member of the 108th. He is currently serving at the 108th Headquarters in Charlotte.



Foreign Military Training

MAJ Jason M. Swaim, Team Chief
"TEAM AMERICA, Bastards of Baghdad"



Transition Teams as the Main Effort

***The National Security Strategy of the United States of
America issued in March 2006 states:***

“In the cause of ending tyranny and promoting effective democracy, we will employ the full array of political, economic, diplomatic, and other tools at our disposal, including... tailoring assistance and training of military forces to support civilian control of the military.”



A horizontal film strip with sprocket holes at the top and bottom. The film strip contains several frames. From left to right: 1. A frame showing three soldiers in desert combat uniforms and helmets, smiling. The soldier in the foreground has 'STAN' visible on his uniform. 2. A frame showing a large, ornate chandelier with many glowing yellow lights. 3. A frame showing a historical plaque with the title 'AL FAW PALACE' and text about the city's history and its capture by Iranian forces in 1986. 4. A frame showing a cityscape with a large, modern building, possibly a palace or government building, under a clear sky. The film strip is set against a dark background.



THE CITY OF FAW WAS ONE OF THE AL FAW PENINSULA IN THE FAR SOUTHEAST OF THE BASRA PROVINCE. WATER CANALS FROM THE SNAT AL - ARAB RIVER TURNED THE LAND INTO AN AGRICULTURALLY RICH REGION. ITS OIL CANALS AND PORTS MADE IT ONE OF THE MOST IMPORTANT PORTS PRIOR TO THE 1984 IRAN - IRAQ WAR . BECAUSE OF ITS STRATEGIC AND GEOGRAPHIC IMPORTANCE, IT BECAME A TARGET FOR IRANIAN CONTROL . IN FEBRUARY 1986 IRANIAN NAVAL FORCES CAPTURED THE CITY. THE SAADAN NAVAL VOWED TO ELIMINATE AND REMOVE THE ENEMY " AT ALL COST " AND IN APRIL OF 1988 THE IRAQI MILITARY SUCCEEDED IN RECLAIMING THE AL FAW PENINSULA . THE CITY WAS BUILT TO BE A CITY OF HONOR IN HONOR OF THE SOLDIERS WHO FREED THE CITY OF FAW FROM IRANIAN CONTROL . ALL OVER THE WALLS OF THE CITY WERE WRITTEN

IN ARABIC " WE WERE THE FIRST SOLDIERS WHO FREED THE CITY " FROM " THE HANDS OF THE PERSIANS " .



U.S. / Kuwait / Iraq



FA-TRAC Leader's Recon



2007
2006
2005



U.S. / Kuwait / Iraq



SRP - "A Snapshot in Time"

This section is representative of the mobilization process for 108th Soldiers. While all the Soldiers represented on the

hill from the post chapel. Mobilized Soldiers snaked in and out of stations for shots, a dental check, a finance check, confirmation of correct DEERS records; the round robin lines seemed endless, but they did finally end. Early Monday morning, we loaded our bags and our military records onto trucks, climbed into buses to catch our flight to Ft. Hood Texas. To be precise North Ft. Hood -- one and two story cinder block open bay barracks with a mess hall down the street and an Morale Welfare and Recreation (MWR) facility at the far end of the block.

On 1 May we flew to Ft. Hood, Texas and moved into our barracks at North Fort Hood to begin training. Ft. Hood started our processing all over from scratch and added more items: SRP, medical screening and dental screening. Then they issued gear: weapons, standard Army equipment, and new rapid fielding equipment. More Soldiers joined us over the next weeks, particularly our compliment of active component augments. Military Transition Teams began to take shape. We continued to receive cross leveled Soldiers for a few weeks. We fell into a rhythm of matching training requirements against scheduled training events and plugging the names of team members into the training rosters. The teams continued to morph as Soldiers washed out for various reasons. The following Soldiers were present when their names were called to defend their country. All of them may not have met all the requirements to go "downrange" but they were present for the process nonetheless.

DEPARTMENT OF THE ARMY
Headquarters, First United States Army
4705 N. Wheeler Drive
Fores Park, Georgia 30297-5000

PERMANENT ORDERS: 1A-06-068-003

09 Mar 2006

The U.S. Army Reserve unit shown and their members are ordered to active duty in support of OIF
For the time period shown unless sooner released by proper authority.

Period: Initial 545 days

Authority: TITLE 10 USC, SECTION 12302/HQDA MSG 081848ZMar06/DAMO-ODM/ ORDTP/MOBORD/HQDA NO. 1031-06

Mobilization category code: V

All unit personnel and/or individual(s) is/are ordered to active duty in their current grade and current position. Files and records disposition will be in accordance with Chapter 9, AR 25-400-2. Records subject to retirement will be transferred to the MSC to which the unit is currently assigned

UTC	Standard Name of Line Unit	PAX REQ	Effective Date (HS)	Effective Date (MS)	Home Station	Mobilization Station
W71UY6	W71U HQ 1ST BDE BCT 108TH DET 6	244	04/28/2006	05/01/2006	FT MCCLELLAN, AL	Ft Hood, TX

Additional Instructions:

following pages may not have been called up on this order, it is representative of the type of order that was sent from Higher Headquarters to mobilize Soldiers. This one is depicted because all those involved know this one was especially hard to procure. The anticipation of this order was a culmination of and realization that this mission was going to happen and we were going to be able to contribute to our country's safety.

Our core personnel converged on Atlanta's Hartsfield International Airport for the bus ride to muster at Ft. McClellan, Alabama. We assembled there on April 28, 2006. For many of us, this was our first meeting. Due to last minute cross leveling, we were still organizing ourselves at Ft. McClellan. That weekend was spent scrubbing paperwork. The 108th Division Headquarters had set up SRP (Soldier Readiness Processing) stations were set up on both floors of the reserve center and in the DEERS office (Defense Eligibility Enrollment Reporting System) down the



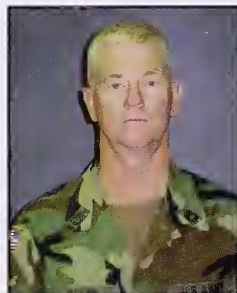
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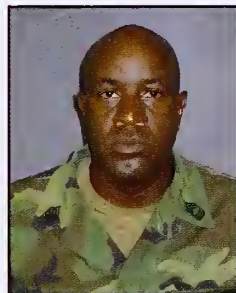
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ALLEN, DALE (SGT)



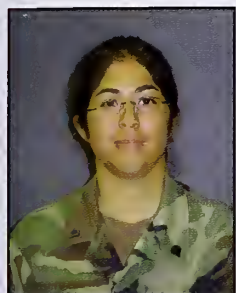
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ALSTON, MICHAEL (MSG)



ARNETT, DEROGIE (SFC)



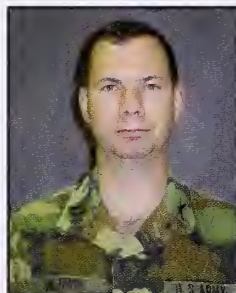
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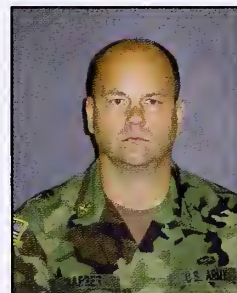
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AWTREY, DUSTIN (CPT)



BALDWIN, PAGE (CPT)



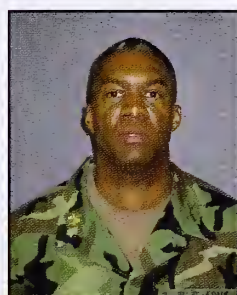
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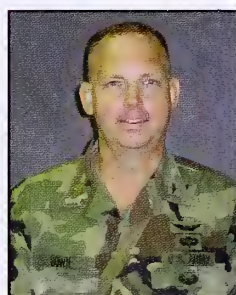
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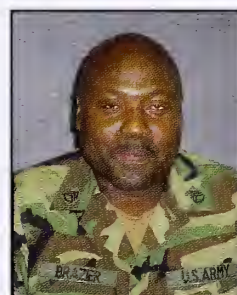
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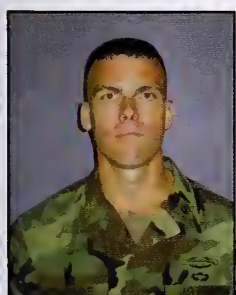
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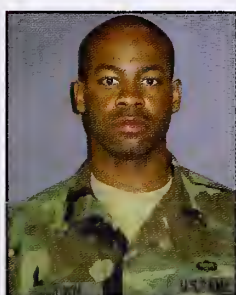
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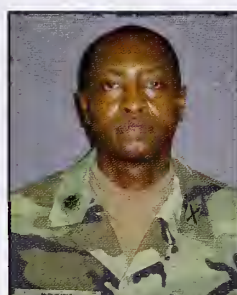
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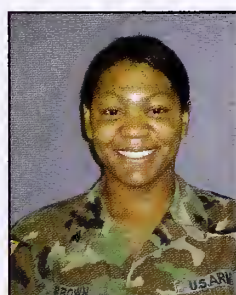
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BROWN, ALLEN (SGT)



BROWN, MARVIN A.(LTC)



BROWN, NYOKA (SGT)



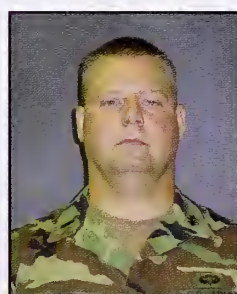
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BURNETT, ALBERT(CPT)



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CAREY, MARTIN(1LT)



CARTAGENA, VICTOR (MAJ)



CARTER, MICHAEL (MAJ)



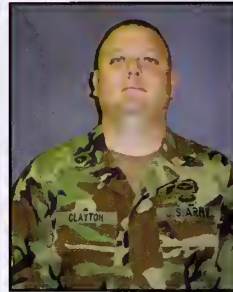
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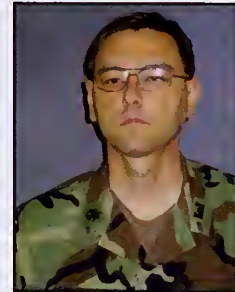
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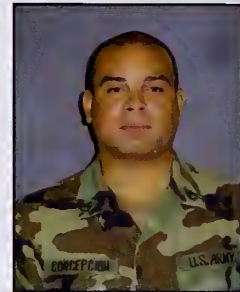
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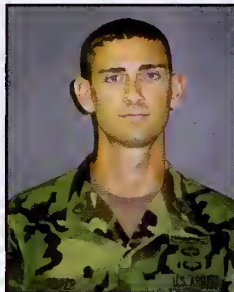
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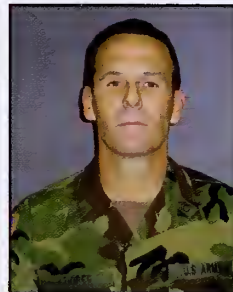
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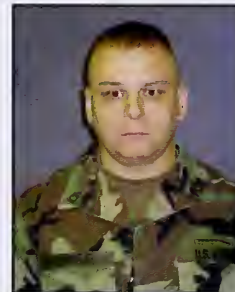
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COOPER, DANIEL (SSG)



COOPER, JOEL (SSG)



CORNEJO, GREGORY(SFC)



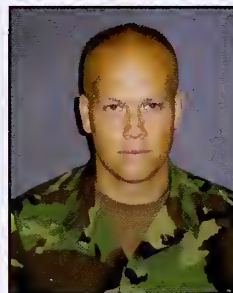
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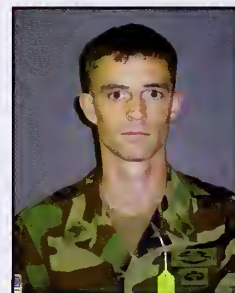
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DEANS, LESTER (1SG)



DENNIS, DONALD (SGT)



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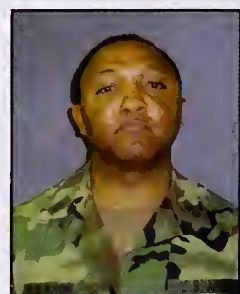
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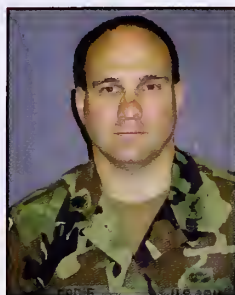
EASON, MICHAEL (SGM)



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EDWARDS, LUCAS (SSG)



ERDIE, JAMES (LTC)



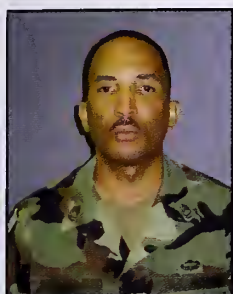
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GAINES, ANTWAN (SGT)



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GIST, FLETCHER (SSG)



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GRAY, JAMES (SFC)



GREEN, FREDERICK W. (SFC)



GREEN, TERRY L. (1SG)



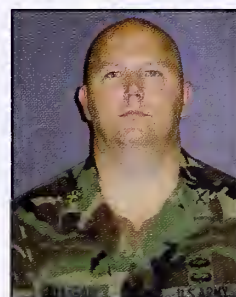
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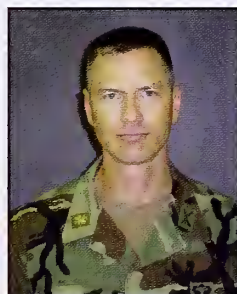
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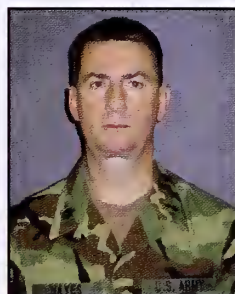
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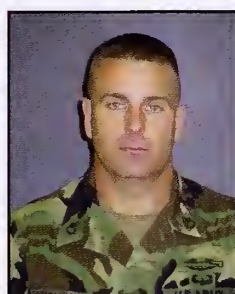
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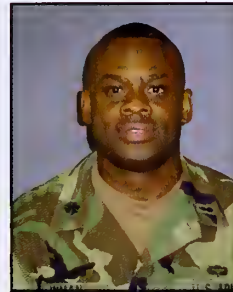
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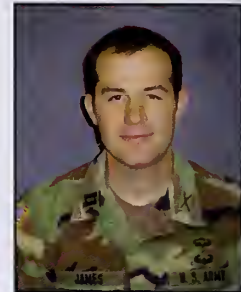
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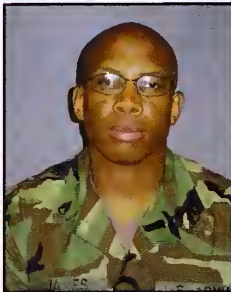
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JACKSON, ERIC (MAJ)



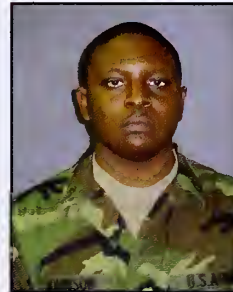
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JENKINS, TIMOTHY (MSG)



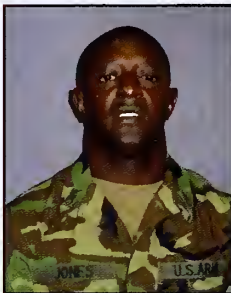
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JONES, CHARLIE W. (SFC)



JONES, SHERRARD (SFC)



JONES, TEDDY (SSG)



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JORDAN, DON (1SG)



JORDON, RONDA (SFC)



KENNEBREW-JOHNSON, DIANE (SFC)



KENT, BERRY (SSG)



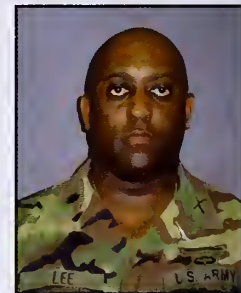
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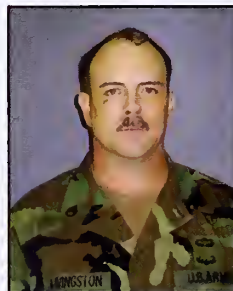
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LEE, WILLIAM (LTC)



LEWIS, BRADLEY (CPT)



LIVINGSTON, DOUGLAS (SSG)



LONG, JEFFERY (MAJ)



LOY, GEORGE (SSG)



LUCHSINGER, CHRISTOPHER (SFC)



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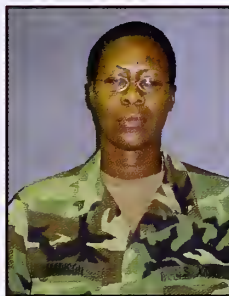
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LUPO, ROBBIE (CW3)



MACDONALD, JOHN (LTC)



MADISON, YVONNE (SGT)



MANIGAULT, MARVIN (SFC)



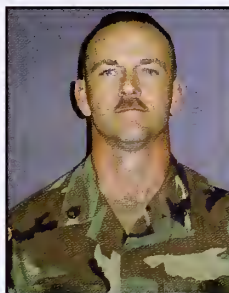
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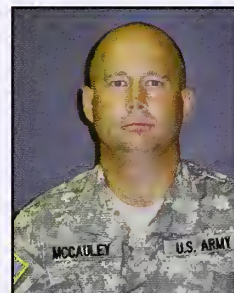
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McBURNETTE, VORIS (MAJ)



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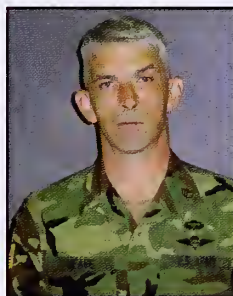
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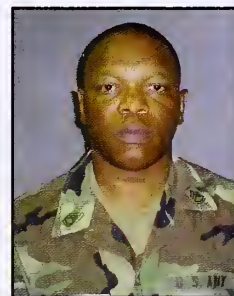
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MICHALSKI, BRUCE (MSG)



MILLER, REGINALD (SFC)



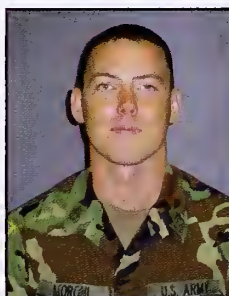
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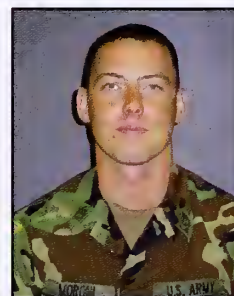
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MORRIS, JEFFERY (1SG)



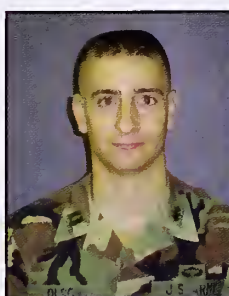
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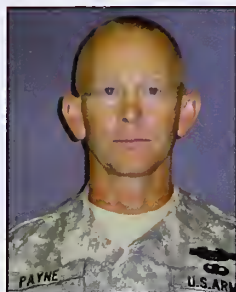
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The proud Men and Women of the 108th Training Command



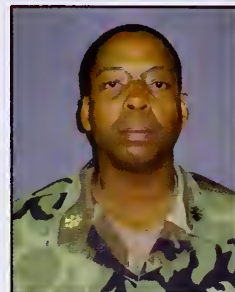
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PAYNE, ROBERT (SGM)



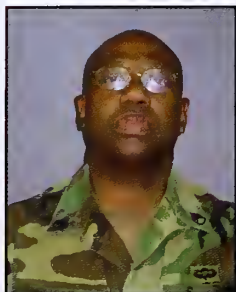
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PETERSON, WILLIAM (MAJ)



PETTUS, ASHLEY (SSG)



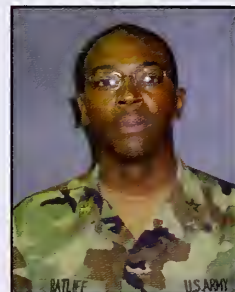
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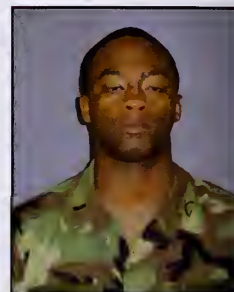
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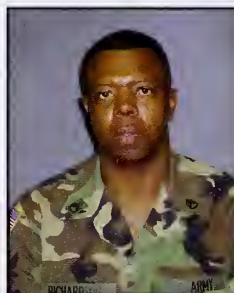
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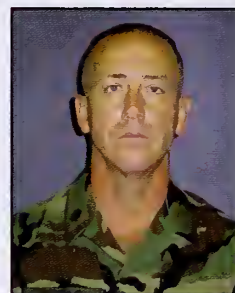
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RICE, DARWIN (MAJ)



RICHARDSON, KIM (SSG)



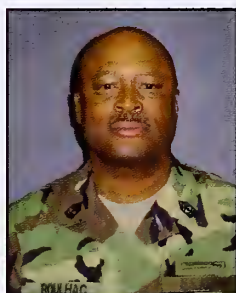
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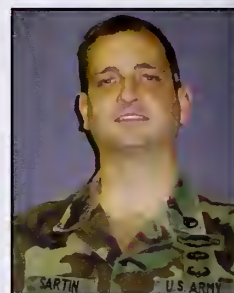
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SALAZAR, JOSE (1LT)



SANDERS, LARRY (MAJ)



SARTIN, GARY (SFC)



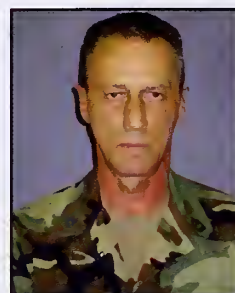
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SEALS, WILLIAM (SFC)



SHANDS, TERRY (SGT)



SIEMION, ROBERT (SFC)



SMITH, CHARLES (SSG)



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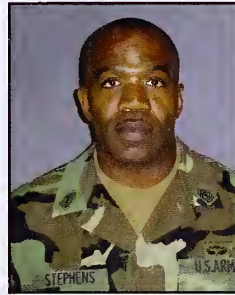
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STAFFORD, VINCENT (MAJ)



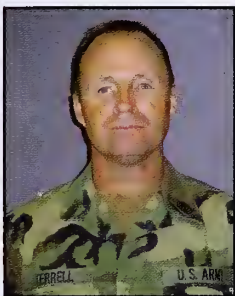
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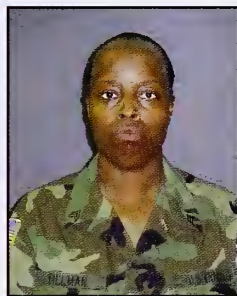
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TELLMAN, ROBERT (LTC)



TERRELL, MARK (CSM)



TILLMAN, JANICE (SGT)



TILLMON, RUDOLPH (CSM)



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TORRESROCA, NORBERTO (CPT)



TUCKWILLER, JOHN (CPT)



WADE, REGINALD (1SG)



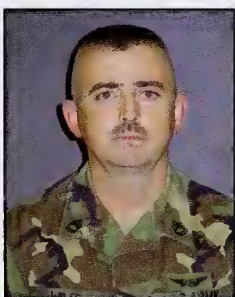
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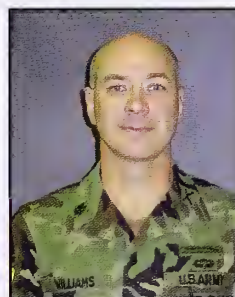
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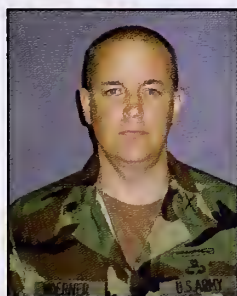
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WILLIAMS, JAMES (LTC)



WILLIAMS, JERRY (SFC)



WOERNER, FREDERICK (LTC)



WYNN, GEORGE (SSG)



MNSTC-I Train-Up



Claude Schmid

Over 350 Soldiers were mobilized by the 108th Division to support the Multi-National Security Transition Command Iraq (MNSTC-I). Fort McCoy, WI, was designated as the mobilization platform. At Fort McCoy, 108th Soldiers were to receive approximately 60 days of training in Army Individual and Collective tasks prior to final deployment to duties stations in Iraq.

Approximately 15% of the Soldiers mobilized and assigned to the 108th MNSTC-I mission were cross-leveled. These Soldiers came from across the nation, as far away as Washington State and even Guam. The great majority of 108th Soldiers came from the Southeastern United States and Puerto Rico. All the 350+ were proud members of the Army Reserve. The group quickly bonded, and motivation remained high throughout. A comprehensive cross-section of the 108th Division's units contributed Soldiers: Drill Sergeants, TASS instructors, ROTC Cadre, and staff members at various commands, etc. Almost all were NCOs and Officers. The average age was 41 years old. The youngest was 19. The oldest 54. Most had never deployed. Most of us had never expected, especially those late in their Army careers, to have such a unique opportunity to serve the United States in a military action as significant as Operation Iraq Freedom (OIF). But about 5% were veterans of Desert Storm or operations in the Balkans, and two of the oldest were Vietnam Vets.

A small Headquarters contingent traveled early to Fort McCoy as Advance Party (ADVON), and arrived to find snow. More than one of us immediately found ourselves wondering whether

Fort McCoy was the right place to be training for the Middle East. The Advance Party went promptly to work: readying facilities, coordinating training visits, communicating with the MNSTC-I Command in Baghdad, and reviewing the personnel roster (known fondly, as usual, as the Battle Roster). On 17 April, 2006, the Monday after Easter, the main body arrived. Arriving Soldiers were bused to Fort McCoy from airports in La Crosse and Minneapolis.

Fort McCoy is a semi-modernized "old-style" Army Post, and 108th Soldiers can claim, with good justification, that billeting conditions and some training facilities were not much improved from the conditions our World War II ancestors would have found familiar. Nevertheless, all concentrated on the mission ahead, and kept their eye on the critical priorities. At Fort McCoy, good training was of course the primary focus. The 2/85th (Custer Division), the Training Support Brigade assigned to Fort McCoy, provided most of our training.

The 108th organization selected and mobilized to provide the MNSTC-I mission was not a pre-existing unit. We were all individually mobilized for specific positions, and classified as Individual Augmentees. So a new management organization was put in place, a staff selected, and new leadership chosen. For management purposes the Soldiers were divided into approximately 35-man platoons, which came to be known as "color teams"; blue, orange, purple, gold, white, etc, ten in all; with the tan team being formed last, and filled with the late arrivals. Each team had its own Officer and NCO leadership, and mostly lived together, ate



together, and trained together. The concept of the color team was based largely on the likely section Soldiers would be assigned to in Iraq, or the type of mission they could be expected to perform. The teams quickly gelled, and a spirit of inter-team competition soon emerged. The most notorious team, the Black team, known as "Rough Riders", knew that in Iraq they would have the dangerous mission of providing convoy security, on the streets of Baghdad, in Up-Armored HMMWV's. These outstanding Soldiers always had everyone's highest respect.



were also issued. Soon the teams began rotating through a rigorous training program consisting largely of Army Warrior Tasks (AWT) and Theater Specific Individual Required Training (TSIRT) to prepare for the upcoming mission in Iraq. All attended mandatory briefings on topics like safety, legal, law of war, and Army Values.

After arrival at Fort McCoy, Soldiers immediately began in-processing, including a verification of all necessary military and civilian documents and records, a hearing test, an eye exam, and a basic physical to include numerous mandatory



vaccinations. Soldiers received their military clothing and equipment issue at the Central Issuing Facility (CIF) and the Rapid Fielding Initiative (RFI). The new Army Combat Uniforms (ACUs)

Training was multifaceted. Some Soldiers received specialty training, such as, for example, contracting procedures, required for personnel assigned to certain G-Staff billets in Iraq. Standard tasks were completed by all Soldiers. Weapons' training was extensive, and included Primary Marksmanship Instruction (PMI), training on the Engagement Skills Trainer (EST), and qualifying with individual weapons like the M4 carbine and M9 pistol. Soldiers had a day of foreign weapons training that included the AK47 and the RPK and had the opportunity to fire them. All teams conducted extensive convoy training which culminated in a live fire exercise using HMMWV's. Tasks in this exercise included reacting to Improvised Explosive Devices (IEDs) and small arms fire ambushes. Other individual tasks included hand to hand combat fighting (combatives), radio communications, Global Positioning Systems (GPS), land navigation, Combat Life Saver (CLS), first aid, and numerous other skills. Contracted Civilian instructors provided hours of cultural awareness training, Arabic language training, and special instruction on Use of an Interpreter.

When not training, Soldiers walked daily from their refurbished WWII barracks to the dining facility, computer lab and laundry mat. For recreation, McCoy's was an oasis with a restaurant, bowling alley, dance floor and Thursday's, "Cook Your Own Steak Night". With their eye on the year ahead in the Iraq, small groups would meet together



in the evenings and tell war stories, watch movies like Lawrence of Arabia, series like Band of Brothers, or just share goodies they had received from home. Others could regularly be seen lying on their racks in the barracks reading books on counterinsurgency or fitness magazines or science fiction novels, depending on their moods.

Soon the day arrived when all training tasks had been completed, and the unit validated. 108th Soldiers were then granted leave or pass for a short reunion with family and friends prior to departure. On June 7th, a small contingent departed Fort McCoy to act as advance party in preparation for the main body's arrival in Iraq. The remainder of the 108th Soldiers left Fort McCoy on Saturday, June 17th, were driven in buses the short distance to Volk Field Air Base in Tomah, Wisconsin, and waited in the hanger for their World Air flight into theater. The trip over consisted of a stop in Bangor, Maine, then a five hour layover in Shannon, Ireland, with final arrival in Kuwait City, Kuwait at 18:40 hours two days later.

In Kuwait, buses provided the transportation to Camp Buehring for additional training. The 108th departed Camp Buehring, Kuwait around 0130 in the morning Wednesday the 21st of June and bused to Camp Ali Al Salam for final draw of equipment, to include improved body armor. Several Soldiers, primarily the Black team, remained behind to do extra training with crew served weapons, convoy training and more foreign weapons familiarization and firing. They were to join the main body in the following weeks.

Soldiers were divided into chinks and flown via C17 out of Ali Al Salam landing at BIAP (Baghdad International Airport). On arrival, the Iraq temperatures were in the low 100's during the day, with nights in the mid 70's. Before the tour ended, Soldiers of the 108th experienced temperatures above 140°. At BIAP, Soldiers were divided into groups by locations where they were to serve their one year assignments. Several departed by helicopter. Others were transported to Baghdad on the Rhino's, an Up-Armored bus-type vehicle.

Other Soldiers were transported to Camp Stryker where they spent a few days before being flown by Chinook to Camp Taji to receive additional training at the Multi-National Forces Iraq (MNFI) Phoenix



After many weeks of training and traveling, the Soldiers of the 108th Division



assigned to MNSTC-I, were finally settling into their duty assignments.

Claude Schmid is currently an O6 working at the 108th Training command Headquarters in Charlotte.

Photos below: departure ceremony from Fort McCoy



108th Augments CMATT Mission



Claude Schmid

The 108th Division mobilized over 350 Soldiers for the Multi-National Security Transition Command – Iraq (MNSTC-I) mission. MNSTC-I, commanded at the time by LTG Martin Dempsey, who had recently assumed command from LTG David Petraeus, was charged to stand-up, train, and equip the Iraqi Army and Iraqi Police.

Approximately 225 of these 108th Soldiers were assigned to positions in the Coalition Military Assistance Training Team (CMATT), almost 2/3rds of the command's personnel strength. CMATT was one of MNSTC-I's two subordinate General Officer Commands. The primary mobilization mission of these 108th Soldiers was to equip and train the Iraqi Army. CMATT was essentially the Institutional side of the American Advisory effort supporting the Iraqi Army, serving in a smaller but similar role for the Iraqi Army, as that provided by the Training and Doctrine Command (TRADOC) for the United States Army. During the 108th's tour of duty with CMATT, BG Terry Wolff was the CMATT commander. 108th Soldiers served both on the staff and in the field.

108th Soldiers had the privilege of working with almost all Services of the United States Military, to include Marines, Air Force, and Navy. 108th Soldiers were also privileged to work with other members of the Multi-National Coalition, such as Australians, British, Danes, Koreans, Polish, Czechs, Italians, Dutch, Estonians, Salvadorians, Turks, and Romanians. Most importantly, many 108th Soldiers had continuous daily and close working relationships with Iraqi counterparts. Many eventually formed close friendships with

other members of the Coalition and with Iraqis. It was truly representative of what the military calls a "Joint" environment.

Around the AORs (Area of Responsibility), Lifestyle conditions varied widely. Some 108th Soldiers were embedded with their Iraqi counterparts, lived on remote Iraqi Army bases, and had very limited contact with other Americans. Some worked on large combined Coalition-Iraqi bases, and had advantages of better facilities, good transportation options, and the disadvantages of frequent visits from higher headquarters. Still others lived and worked in Baghdad's Green Zone, assigned at the command's headquarters, near one of Saddam's former palaces. Those stationed on Coalition bases found the dining facilities were very generously supplied, with plenty of Baskin Robbins Ice cream, assorted cookies, cakes, and pies, fresh fruit, crab legs, shrimp, prime rib, and lobster. Those stationed remotely grew experienced with the pleasures and crisis in the traditional Iraqi diet. The typical Soldier on a Coalition base slept in a metal trailer not unlike a small camper. When living with the Iraqis, a 108th Soldier might find himself housed in quarters on an old Iraqi Army base.

108th CMATT Soldiers were stationed all over the country of Iraq, as far north as Zahko, located within a few kilometers of Syria and Turkey, and as far south as Az Zubayr, within an hour from the Kuwaiti border. 108th Soldiers assisted the Iraqi Army in the operation of 19 Army schools and bases. The smallest team, embedded with the Iraqi Bomb Disposal School, consisted of only 2





Coalition personnel. Some of the larger teams had over 20 Americans assigned.

The CMATT Advisor Teams, officially referred to as MiTTs (Military Transition Teams), embedded with the Iraqi Army Schools were the largest element within CMATT. 108th personnel made-up the majority of the military personnel assigned to these teams. Each team was typically assigned a 108th Officer in the grade of O5 or O4, and one or more senior NCOs. In order to build the Iraqi Army efficiently, several types of schools were necessary. There were four basic types of schools in place: Iraqi Training Battalions (ITBs), Regional Training Centers (RTCs), Officer Academies (IMAs), and Specialty Schools. Regional tensions, local economic conditions, security, and travel complications, were all factors considered when decisions were made on school locations. Pressure was on to build the Iraqi Army as rapidly as possible, but with at least a minimum basic standard of equipment and

training. The Institutional schools were the start-point of all this. Once an Iraqi Soldier graduated from a CMATT school, he was transported to one of the Iraqi Army Divisions for assignment.

Logistic Advisors worked closely with Iraqi Base Management personnel. The work here focused extensively on assisting the Iraqis in the daily base management functions: quartermaster, messing, maintenance, re-supply, etc. The school designed to train these specialties was the Iraqi Army Service & Support Institute (IASSI) at Tadjil. Co-located in Tadjil was the Iraqi National Depot, the receiving and distribution point for the

majority of the equipment procured for the Iraqi Army. Given the nature of Third World countries,



and Iraq's tortured history inherited from the Saddam era, there were enormous challenges in inspiring habits of accountability and respect for common property.

Throughout the deployment, 108th CMATT Team members had many extremely challenging tasks. 108th Soldiers planned, resourced, and conducted a diverse range of training for the Iraqi Army. Some operated Military Occupational Specialty Schools (MOS), and became the key technical advisors in helping that branch of the Iraqi Army develop a professional education system. Others developed Army Basic Training schedules and classes, implementing increasingly rigorous standards, standardizing curriculum, and upgrading training facilities. Still others taught Iraqi Army Officers, putting great energy into programs designed to help instill in new Officers the educational foundation,





and leadership skills, necessary to lead a new Army. Soon most of the training was “train-the-trainer”, as the ultimate goal was that Iraqi personnel would conduct all instruction. In Baghdad, other 108th personnel assigned to the CMATT headquarters staff controlled the Iraqi Training Management System, and worked daily with senior Iraqi officials, including at the Ministry of Defense (MOD) level. These Advisors provided critical support and recommendations in standing up the new Iraqi Training and Doctrine Command (TDC) and Tactical Training Cell (TTC). The training output of the CMATT teams was extraordinary, and is indicative in the statistics presented in the below attachment reviewing the total school output for 2006.

Within the dynamics of the Iraq situation, communication was a particular challenge. This went beyond the obvious language barriers. Things we would find routine in a modern Army, such as notifications of



of the ongoing war effort, it was naturally difficult for units to release Iraqi Soldiers for additional training such as leader's training, like NCOES. Nevertheless, the CMATT staff developed various means to try and bridge these barriers, and communicate training opportunities. Towards the end of our tour, the rudiments of an Iraqi electronic communications system allowing email were in place. This provided a new way to let Iraqi units know about available training and courses.

In addition to the critical requirements of daily training and resourcing crucial to operating Iraqi Army schools and bases effectively, 108th Soldiers found themselves constantly engaged in sensitive and complex interpersonal relationships. This could take the form of an American Senior NCO sitting down and talking one on one to an Iraqi Senior NCO mentoring him on the complexities of maintaining equipment accountability and serviceability. It could take the form of an American Lieutenant Colonel patiently and diplomatically trying to explain privately to an Iraqi General Officer why it was important from a leadership principles perspective for an Iraqi Soldier to see Iraqi Officers at a training event. Leadership being both the glue and fire behind any organization, 108th Soldiers grasped early that their more senior counterparts, particularly at the NCO level, needed especially close counsel.

By the end of our tour, most 108th Soldiers assigned to CMATT had personal experience in the cultural and religious tensions that burden Iraqi society. In dealing with the Iraqi Army we had seen huge challenges, felt many frustrations, and absorbed countless trials of patience and good judgment. But all this gave the 108th Soldiers opportunity. We soon proved that our professional backgrounds in the civilian world, our own experiences as Army Reserve Soldiers, and the skills and expertise we had gained in years of training US Soldiers, provided us with the essential foundation necessary to train a foreign army. Our accomplishments in Operation Iraqi Freedom (OIF) are many. In no small measure, the ability of the Iraqi Army to conduct basic Soldiering - what we know as: shoot, move, and communicate - attests to the successful efforts of 108th Soldiers.

Claude Schmid is currently an O6 working at the 108th Training command Headquarters in Charlotte.

schools class schedules and dates, unsurprisingly were very problematic in the Iraqi system. Because



CAS Team



Allan Elliott

Members of Unit:

COL Allan Elliott - McDonough, GA
 CSM Ronald Law - North Carolina
 Major Tony Ratliff - North Carolina
 Captain Bruce Killion - Allen, TX
 MSG Benjamin Owens - North Carolina
 SFC Ricky Nelson - North Carolina
 SFC Marc Devone - North Carolina

Awards earned by Unit Members:

Colonel Allan Elliott - Bronze Star Medal
 CSM Ronald Law - Defense Meritorious Service Medal
 Major Tony Ratliff - Defense Meritorious Service Medal
 Captain Bruce Killion - Joint Service Commendation Medal
 MSG Benjamin Owens - Joint Service Commendation Medal
 SFC Ricky Nelson - Joint Service Commendation Medal
 SFC Marc Devone - Joint Service Commendation Medal

Combat Patches earned

by Unit Members:

Multinational Forces – Iraq

Unit Mission:

The five member Combat Arms School (CAS) team deployed to Besmaya, Iraq in July 2006 and established the Iraqi Infantry School. The team developed an Infantry Officer Basic Course and related programs of instruction to train junior Iraqi Officers the essential combat skills necessary to win the counter-insurgency fight. Additionally, the CAS team developed complimentary courses and provided training for the Iraqi Cadre and the re-integration of former Iraqi officers into the new Iraqi Army.

MOB & REFRAD / Months of Unit Activity

MOB: Fort McCoy, April - June 2006

REFRAD: Fort McCoy, June 2007

Two UH-60 Blackhawks screamed across the desert floor carrying the five member CAS team from Taji to our new home at Besmaya, an Iraqi range complex located about 40 miles east of Baghdad. We touched down in the pitch black of night. The crew threw our bags off the choppers and sped away towards Baghdad. All we could see were two small tail lights, so we did the duffle bag drag across the dirt to awaiting pick-up trucks. There, in the subdued light of the trucks, we were warmly welcomed by two U.S. Marines, Lieutenant Colonel David Inmon and Captain Aren Nazarians, and one very large Iraqi, Colonel Abbas, commander of Besmaya.



"Ahh...WELCOME, my brothers", Abbas called as he hugged each of us. He acted as if he had known us all his life. Abbas loved Americans and was genuinely glad we had come to Besmaya to start the Combat Arms School. David Inmon and Aren Nazarians were his primary advisors, running Besmaya behind the scenes. Still, Abbas was the king pin and a very kind and generous host. We were expected to dine with him at least three nights a week during our tour, events he labeled "the mission". He fed us the most wonderful Iraqi meals while he conversed in English about politics and religion (something we were told not to do when we were preping for deployment). He had access to satellite TV so we watched Arab music television featuring beautiful Lebanese and Egyptian girls and singers and dancers from all over the Middle East.

The conditions at Besmaya were very austere. We lived in small plywood buildings, C-Huts, and ate a combination of Iraqi food and Army rations wonderfully prepared by our Iraqi cooks in the Babylon Café (our little dining hut). We sent our two best scroungers; Captain Killion and CSM Law, to Baghdad to beg borrow and steal computers, paper, pens and implements of instruction. Killion was able to obtain a new projection system that enabled us to display training material and briefings from a laptop computer, and provided us a means for watching movies we received from home or bought from "MovieNew" (our Iraqi vendor). Killion's movies helped us gel as a team and were crucial to our morale.

By August, we were ready to receive our first batch of students. Below is a photo of students planning a mission during the first Combat Arms School Officer Basic Course (OBC):

Our CAS team goals were:

1. Establish Credibility & Trust
2. Validate Six Week POI for OBC
3. Train the Combat Arms OBC
4. Mentor Students
 - Human Rights, Ethics & Values
 - Mental and Physical Toughness
 - Officer Professional Development
 - Role of NCOs
5. Receive, Train and Mentor Cadre and Instructors
6. Standardize & Document (Accreditation/ Center of Excellence)
7. Transition Operations to IA

Our team trained two OBC courses before Iraqi cadre were assigned to CAS. When the Iraqi officer cadre began arriving in January 2007, MSG Owens and SFC Nelson put them through a rigorous train the trainer course. Their conduct and exemplary performance of duty opened the eyes of our Iraqi counterparts to the value of a professional NCO corps and contributed to the breaking down of ancient barriers.

In February, the CAS team received much needed augmentation from Major Tony Ratliff and SFC Marc Devone. Their help enabled the team to fully integrate the Iraqi cadre into CAS operations by the end of March 2007. Here's a photo of Major Ratliff, MSG Owens and SFC Nelson with some of the Iraqi Cadre.

The CAS team overcame every obstacle and exceeded every expectation for mission success.

Well done, guys! See you on the high ground.

Allan Elliott



MNSTC-I J4 Directorate



Curtis Inman

Team Composition: USA LTC Curtis Inman - Chief, USA MAJ Richard Starnes - Assist Chief, Australian MAJ Brent Reeves - Assist Chief, USMC Maintenance Officer, CPT Jackie Barrega, USA SFC Durry Gann - NCOIC

This information focuses on the Support Operations & Plans cell of the J-4, Multi-National Security Transition Command – Iraq located at Phoenix Base, Baghdad, Iraq.

1. MNSTC-I J4 Directorate Mission: To equip, sustain, maintain, and logistically train Iraqi Security Forces (ISF) according to the priorities set by the Government of Iraq (GOI) in cooperation with Multi-National Force-Iraq and, on transfer of responsibility for these activities to the Iraqi Ministries and associated units, provide mentorship in order to create a self sustaining ISF capable of conducting independent operations in support of Iraq's goal of a unified, stable and democratic Iraq which is able to defend itself. Focus is almost entirely on transition, accountability and sustainment.
2. J4 Structure: The directorate consisted of 62 personnel (27 officers, 33 enlisted, 2 civilians)
3. J4 Support Operations & Plans Cell Mission: The Support Operations & Plans cell is a forward looking organization capable of producing credible and documented logistics plans and orders in order to (IOT) support MNSTC-I in the transition of logistics capabilities to the ISF. The planning cell was established in August to focus on logistics transition requirements. The Cell developed Logistics Concepts of Support for both the Ministry of Defense and the Ministry of Interior. These Concepts of Support identified logistic transition gaps and created a decision

matrix (Event Tracker) that identified the key tasks and milestones to achieve transition by Dec. 2007. The concept was deemed a positive step in identifying tasks, milestones, events and critical decision points to achieve transition. One of the Cells most important accomplishments is the development of a phased timeline plan for the 4th line logistic capability build at Taji National Depot for the Iraqi Army.

4. J4 Planning Cell structure: The cell consisted of multi-national force of 5 personnel.
5. Key Tasks:
 - a. Present Ministry of Interior (MoI) and Ministry of Defense (MoD) Concepts of Support to staff sections, organizations, and general officers as required.
 - b. Execute the deliberate planning process (MDMP +).
 - c. Provide early visibility and understanding of the MNF-I & MNSTC-I Campaign plan.
 - d. Enable collaborative Civilian Military Assistance Training Team (CMATT), Civilian Police Assistance Training Team (CPATT), Joint Headquarters – Training Teams, MoD and MoI planning.
 - e. Partner with MoD and MoI to help guide and develop ISF operational plans.
 - f. Support the J4 in developing the MoD's planning processes, battle rhythm, and staff training.
 - g. Coordinate CMATT, CPATT, J5, and other MNSTC-I organizations to develop viable logistics plans and orders.
 - h. Review FRAGOs for accuracy and relevancy to plans.



- i. Develop individual smart books to capture important briefings and papers that may be useful in future products.
- j. Participate in working groups, operational planning teams, and war games.
- k. Conduct compartmental planning efforts internally, with MNF-I, MNC-I, MoI-TT, JHQ-TT, J5, CPATT, CMATT, and other MNSTC-I planners.
- l. Provide written products to include CONPLANS, FRAGOs, OPODs, Concepts of Support, Statements of Work, and White Papers.
- m. Provide dedicated logistical planning support, analysis, and Military Decision Making Products (MDMP).
- n. Respond to House Arms Sub committee (HASC) and other high priority inquiries from government officials or industry experts.

6. Key Accomplishments:

- a. The support operations & plans cell led a 15 member process action team (PAT) from MNF-I, CMATT, and MoD, and developed a logistics concept of support for the Iraqi Army. The concept of support was the guiding principle for the Iraqi Army to logistically support and sustain the Army (151,300k) during major combat operations.
- b. The cell also developed the major Combat Service Support (CSS) hub and the single 4th line depot (Taji National Depot) for Iraqi Joint Forces (ISF) consisting of small arms & generator repair, wheeled and tracked facilities, a supply depot, and an ammunition depot at Camp Taji. The depot enables the ISF to receive supplies by sea through the port of Um Qasr and Baghdad International Airport and provides 4th line CSS to Region Support Units throughout Iraq.
- c. The cell led a 15 member PAT from MNF-I, CPATT, and MoI, and developed a logistics concept of support for the Iraqi Police. The

concept of support was the guiding principle for MoI to logistically support and sustain Iraqi Police force of 194,200k.

- d. The cell mentored a team of 10 Iraqi staff officers from the MoD to plan for, stand up, and develop a 4th line logistically capability to support the Iraqi Army in support of major combat operations.

7. Miscellaneous information:

- a. Mobilization station / date: Ft. McCoy, WI, 4 Mar 06. While conducting mobilization training 108th personnel projected to work in the J4 directorate in Iraq were assigned to the "Purple" team while at Ft. McCoy. The "Purple" team was headed by an O-5 OIC and E-9 NCOIC responsible for command and control and ensuring the team met mobilization requirements and were ready to deploy to Iraq.

- b. Key dates: Deployment location / date: Ft. McCoy, WI to Kuwait then Iraq, 9 Jun 06. Redeployment location / date: Iraq then Kuwait then to Ft. McCoy, 30 May. Demobilization station / date: Ft. McCoy, WI, 4 Jun 07

c. Photos Below:

- 1 Planning Cell Photos: (LTC Inman, Goldsboro, NC and MAJ Starnes, Cullowhee, NC)
- 2 MoD PAT (LTC Inman, works through an interpreter as the MoD PAT team discusses the 4th line of CSS, Taji National Depot, for the Iraqi Army.
- 3 MoD PAT (MAJ Richard Starnes, meets with the MoD Taji National Depot team to discuss the build of depot and logistics capabilities such as small arms and generator repair, and wheeled and tracked maintenance.

Curtis Inman is currently an O6 working at the 108th Training Command Headquarters in Charlotte.



J4 Plans Section



Richard Starnes

Name & rank of Soldier(s) you are including in this article:

LTC Curtis Inman
MAJ Richard D. Starnes
SFC Durry Gann

List any awards received by member(s) (i.e. CIB, CAB, Bronze Star or higher):

LTC Curtis Inman - BSM
MAJ Richard D. Starnes - BSM
SFC Durry Gann - BSM

List any combat patch(es) earned by Soldier(s) you are including in this article:

MNF-I

MOB & REFRAD station + month(s) of station: Fort McCoy, WI, 3 months

The Taji National Depot (TND) was one of the largest military infrastructure projects established by the Multinational Security Transition Command – Iraq (MNSTC-I). It was designed to provide a Level III+ maintenance capability for the Iraqi Ministry of Defense (MoD). In simple terms, this facility was designed to rebuild and remanufacture small arms, generators, wheeled vehicles, and tracked vehicles, thus establishing the very foundation of the Iraqi military's maintenance system. TND would allow the MoD to support and sustain its own equipment independently, capabilities that had existed in Iraq until the late 1990s. But establishing this facility faced serious

challenges. In the aftermath of the 2003 invasion, battle damage and looting had rendered Taji's existing depot inoperable. Likewise, the trained leaders and technicians who had staffed the Depot disappeared. The difficult task of reestablishing the Depot fell to the MNSTC-I J4 Plans Section and their Iraqi contemporaries.

In November 2006, the MNSTC-I J4, COL Juan L. Arcocha, tasked the J4 Plans Section to reestablish a maintenance depot at Taji. MAJ Richard D. Starnes was assigned as lead planner, with assistance from fellow 108th Division (IT) Soldiers LTC Curtis Inman and SFC Durry Gann, as well as Maj Brett Reeves (Australian Army), Maj Len Darragh (Australian Army), and Capt Jacqueline Borrego (USMC). These coalition planners worked together with Iraqi planners who had been designated as the Depot's first leadership team. Together, this team would chart the development of TND, a \$1.1 billion project integral to long-term logistics sustainability of the Iraqi military.

Working collaboratively, this multinational planning team established a phased plan to establish each repair capability and work toward transitioning control to the MoD a facility capable of remanufacturing everything from an AK-47 to a T-72 tank. Civilian experts from Army Material Command (AMC) and the Army Corps of Engineers contributed their expertise to the plan as well. These multinational planners faced numerous challenges. Although establishing a reliable power supply, retrofitting and repairing buildings,



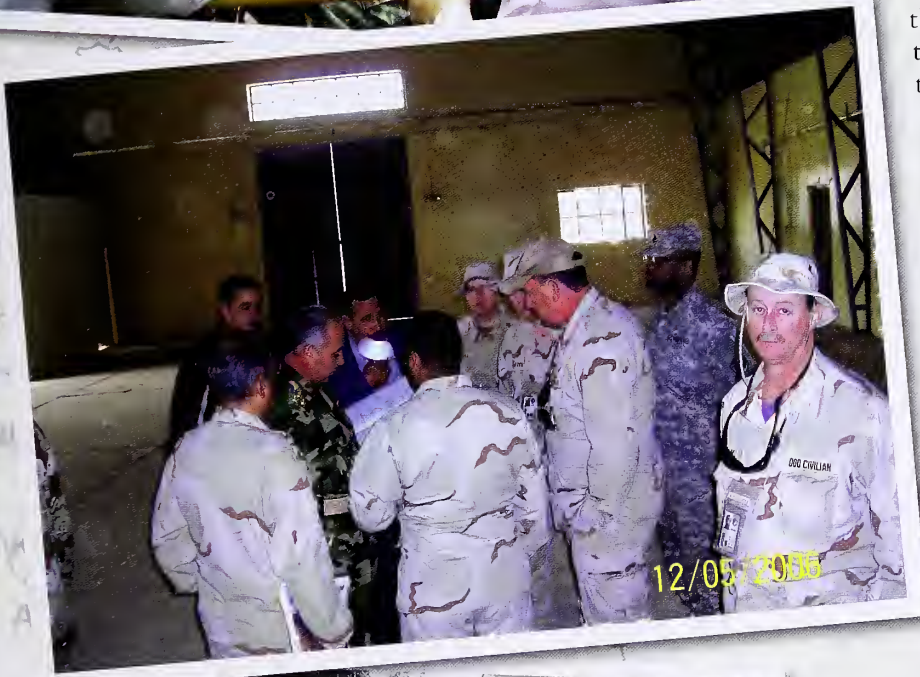


and acquiring and installing required equipment remained important, training a skilled workforce emerged as a paramount concern. To address this issue, the multinational planning team established the Taji Vocational Institute, in essence a community college to train the machinists, welders, mechanics, and other tradesmen required to make the Depot a reality.

When the 108th Division (IT) team members rotated home in June 2007, the Depot was far from fully functional, but they set the project on the road to success. Over the course of the next two years, equipment, infrastructure and trained personnel came together to create a viable, functional maintenance facility. Most importantly, the teams that followed kept the project on track. In February 2009, the Depot remanufactured its first M1114 HMMWV and transitioned to full MoD control at the end of 2009, just six months later than called for in the

original phased plan. As anyone who served as an advisor in Iraqi will tell you, that's not too bad.

Richard Starnes is currently and O5 at the 108th and was recently chosen for Battalion Command.



MNSTC-I J5 Directorate



Phillip McCluskey

Phillip McCluskey (Far Left)

Soldier(s) you are including in this article:

Phillip McCluskey

List any awards received by member(s)

Bronze Star

List any/all combat patch(es) earned by Soldier(s) you are including in this article:

MNF-I patch

MISSION STATEMENT for Soldier(s) you are including in this article:

I served as a base planner in the J-5 at MNSTC-I. I was responsible the planning of new coalition provided basing for both the MoI and MoD and served as the main MNSTCI POC for basing at MNF-I and MNC-I.

List the MOB & REFRAD station + month(s):

Mobed at Ft McCoy in Feb 06. Deployed in June 2006. Redeployed to Ft McCoy in May 2007.

I deployed as part of the advanced party for the MNSTC-I mission in Feb 06. I was fortunate to be able to participate in both the LDSEP training at Monterrey and the PDSS to Iraq. I served as both the Black (RoughRiders) and White (J1,2,3 & 5) Teams leader prior to the main body arrival and handed off the Black Team to their company commander after arrival since they had no representative in the advanced party. After the post mob training we deployed in June 2006.

My job as base planner in the J5 was interesting. The J5 had been split into two groups, one

supporting MoD and the other MoI. Since most of the base planning for the Iraqi Army was already in motion, they decided to have me work the MoI side with CPATT. There was already an extensive list of projects underway for the national police and was developing the "226 List" of Iraqi police stations to be built or renovated.

A few months in the tour it was apparent that neither the IMoI nor CPATT had a good handle on the requirements for IP station construction. There were sites on the list that had already been renovated, some that made no sense being there, and some sites that the insurgents blew up after they were built. I was told when I arrived that "we had to complete 226 police stations" so we were constantly juggling the priorities and keeping a full list in tact. There was a belief that LTG Dempsey was committed to completing this magic number before the end of the year. I subsequently learned that the number 226 was completely arbitrary and was determined by taking the total amount of funding available for IP construction and dividing it by an estimate of new building/ renovation costs. When it was obvious that the 226 list was going nowhere and CPATT agreed that they needed to better develop the requirements for IP stations, the J5 decided to combine the basing functions for both MoD and MoI and a young USAF Captain and I formed the new basing section.

In Nov 2006 I began a relationship with the basing cell within the Iraqi MoD G-4. I worked with a COL Hamza and LTC Emad for the remainder of my tour trying to develop IA basing



capability. Toward the end of November, BG Wolff from CMATT tasked me to begin planning for the "Prime Minister's Initiatives" to start growing the IA including the Samarra Brigade which would station an entire Brigade between Baghdad and Samarra to allow the reconstruction of the destroyed mosque in Samarra to help heal Sunni/Shia tensions. My MoD colleagues and I used the Samarra Bde as the starting point in their base planning. We had meetings and they decided on the locations. One Bn in Al Muthanna in Baghdad, one Bn and Bde HQs at point in an old ASP outside of Balad Air Base, one battalion at coalition Patrol Base Love south of Tikrit, and one Bn inside Samarra (exact location TBD) The concept was provide prefab Bn sets of living quarters, mess hall, latrines, offices, and classrooms made from converted sea/land containers. This concept was faster (not cheaper) than building bricks and mortar buildings. When I redeployed the camps in Baghdad and Balad were complete with Tikrit and Samarra pending.

What I provided my MoD colleagues was the means to help build their own capability. I coordinated travel and lodging for small groups to Irbil to locate two battalion locations, a group to Basra to visit Shaibah Log Base prior to handover to the IA, two trips to Diwaniyah to discuss problems with planned projects in Iskandariah, and I took the commander and staff of the new Samarra Brigade to Balad to look at their new facilities before their troops arrived.

This was one of the most rewarding assignments of my career. Although I did not get to see the completion of many of the planned projects, I did get to build a friendship with two good Iraqi friends and help them build their Army.

From PIC - LTC Emad on left, COL Hamza on the right

A couple more pics from the Irbil trip in Feb 2007. Civ clothes and no body armor. COL Hamza and LTC Emad participated in my promotion ceremony at Phoenix Base in Jan 2007.

Phillip McCluskey is currently an O6 working at the 108th Training Command Headquarters in Charlotte.



1st Division NPTT - Team Stiletto



A. Ray Royalty

Standing Left to Right: Tim Sprouse, Mike, COL Roy Royalty, LTC Robert McNeol, MAJ Rodney McKenzie, CPT Victor Elswick, MSG Judd Mooso, MSG Chris Luchsinger.
Kneeling Left to Right: Leo Mustofo, LTC Phil Foster, Steve, MAJ Trung Huynh, MSG Abner Diaz-Costos, SSG Rob Weppelmon, SSG Stirling Shaw, SFC David Gillon.

Members of Unit:

COL A. Ray Royalty: Team Chief – Greenville, SC
CSM Rudolph Tillmon: Team NCOIC - Columbia, SC
LTC Robert McNeal – Leesburg, VA
MAJ Trung Huynh - San Diego, CA
CPT Victor Elswick – Louisville, KY
MSG Dusty Alexander – Paducah, KY
MSG Christopher Luchsinger – Gulf Breeze, FL
MSG Juddiah Mooso – Niceville, FL
MSG Abner Diaz 9th IA LNO – Fort Bragg, NC
SFC David Gillon – Fort Gordon, GA
SSG Stirling Shaw – Columbia City, MO
SSG Robert Weppelman – Fort Bragg, NC
LTC Phillip Foster – Charlotte, NC
MAJ Rodney McKenzie – Houston, TX
Tim Sprouse, IPA – Savannah, GA

Awards earned by Unit Members:

COL A. Ray Royalty: Combat Infantryman Badge
MAJ Trung Huynh: Combat Action Badge
CPT Victor Elswick: Combat Action Badge
MSG Dusty Alexander: Combat Infantryman Badge
MSG Christopher Luchsinger: Combat Infantryman Badge
MSG Juddiah Mooso: Combat Infantryman Badge
MSG Abner Diaz: Combat Action Badge

SSG Stirling Shaw: Combat Medic Badge
SSG Robert Weppelman: Combat Action Badge

List the MOB & REFRAD station + month(s) of station activity:

Fort Riley, KS (3 months TT training at Camp Funston)

Combat patches earned:

Iraqi Assistance Group (IAG)
1st Cavalry Division
1st Infantry Division
2nd Infantry Division

MISSION STATEMENT

Iraqi National Police Division Transition Team (NPTT) is responsible for advising, coaching, teaching, training, and mentoring the 1st Iraqi National Police Division specifically the senior leaders of a 10,000-member Iraqi Division. The team works and fights alongside Iraqi counter-parts while training in all Battlefield Operating Systems in urban and rural environments throughout the Baghdad Area of Operations.

Mobilization

Soldiers from the 108th Division (IT) were mobilized on September 21, 2006 to serve as members of National Police Transition Teams (NPTTs). The Soldiers initially reported to Fort McClellan, AL enroute to Fort Riley, KS where the



teams were integrated with individuals from across the United States. The eleven man National Police Transition Teams consisted of senior-level officers and non-commissioned officers from both active duty and reserve components. The 1st Division National Police Transition Team, led by COL A. Ray Royalty and CSM Rudolph Tillmon, began the 60-day pre-deployment transition team training at Fort Riley's Camp Funston in October. The training consisted of tactical, cultural, and language instruction designed to prepare the teams to mentor and train their Iraqi counterparts.

On to Baghdad

COL Royalty deployed directly to Baghdad on December 26th 2006 to relieve the outgoing Team Chief. The remainder of the team arrived in Kuwait on January 10, 2007 to continue the training process for incoming teams. As a Division-level NPTT, the team had oversight for all 17 teams comprised of a mix of active, reserve, and National Guard Soldiers - a rather unique combination going into Baghdad.

The 1st Division team was tasked to assist, advise, and mentor Maj. Gen. Abdul Karim al-Ezi, his staff, and subordinate commands throughout the 1st Division of the Iraqi National Police; a force of over 10,000 National Policemen. This force conducted security and combat operations in both Baghdad and the surrounding area as part of the Baghdad Security Plan. Team Stiletto conducted numerous operations associated with the security plan throughout Baghdad and areas assigned to Multi-National Division Central under the 3rd Infantry Division.

COL Royalty assists MG Karim during meeting with 2/82 BCT Commander COL Farris regarding operations in Sadr City.

1st DIV NPTT HMMWVs provide overwatch during a meeting in Salman Pak

NPTT teams routinely patrol streets of Iraq with their Iraqi counterparts.

1st DIV NPTT traveled to BIAP monthly to attend 1st CAV Commanders' conferences

In an effort to integrate the 1st National Police Division into a single joint command including Iraqi Army, Iraqi Police, National Police and Coalition Forces, Team Stiletto placed an LNO (liaison) at the 9th IA Tactical Operations Center (TOC). MSG Dusty Alexander from the 1st DIV NPTT was chosen as the LNO, and he remained with the 9th IA Military Transition Team (MITT) throughout the deployment providing valuable insight and coordination for the combined forces in the Rusafa Area Command. MSG Abner Diaz-Costas, from the 9th IA team, was attached to 1st DIV NPTT to serve as an LNO for the Iraqi Army and proved to be an invaluable asset to Team Stiletto.

Joint Security Station Sadr City

On March 1, 2007, Team Stiletto was among the first American forces to enter Sadr City since 2004. The team accompanied the 1st Division National Police Commander and his staff for a meeting with representatives of the Shiite community. The meeting was between coalition, Iraqi Security Forces (ISF), and local political and religious leaders. The meeting was called to discuss the opening of a Joint Security Station (JSS) in Sadr City. Coalition forces from the 2-82nd BCT entered Sadr City on March 4th to open the facility. The JSS became a prominent feature in the new Baghdad Security Plan, with American Soldiers living and working alongside Iraqi forces.



CSM Tillmon Medevac

In early April 2007, the 1st Division team suffered a major loss. The team NCOIC, CSM Rudolph Tillmon (Stiletto 7), was evacuated to



Germany because of a serious heart condition. He was eventually sent back to Bethesda Naval Hospital and

later to Walter Reed Army Medical Center. During his time with the team, CSM Tillmon led from the front and inspired both Coalition and Iraqi Soldiers with superb professionalism, attention to detail, and a positive attitude. He shared valuable experiences and insight with his Iraqi counterparts providing them with a greater understanding of their roles as senior noncommissioned officers. CSM Tillmon continued supporting the team throughout the year and was at Fort Riley to welcome the team home in December 2007. Tragically, CSM Rudolph Tillmon passed away in March 2008. CSM Tillmon provided exceptional leadership, guidance, and assistance to the entire National Police organization. A true warrior and consummate professional, his words and actions created lasting impressions on all who served with him.

Fallen Soldiers

On May 24, 2007, members of the 1st Division team conducted a combat patrol with the 1st battalion 3rd BDE NPTT (Team Havoc) to a meeting at JSS Lion in the Karkh area of Baghdad called West Rashid. After the meeting as the four vehicle convoy was traveling back to FOB Union III, the convoy was ambushed by an Improvised Explosive Device (IED). The IED struck the third vehicle in the convoy – Havoc 6. The crippled vehicle was engulfed in flames. CPT Bart Hughes from the battalion team managed to get the Truck Commander, Major Kevin Butler, out of the burning vehicle; however, the driver, SFC Robert Dunham, the gunner, SSG Russell Shoemaker, and the interpreter, Neo, were trapped inside the vehicle and Killed in Action. Major Butler was transported to the Combat Support Hospital in the IZ where he was stabilized and evacuated to Germany.

“Bottom line -- we lost great Americans that day – while the remaining members of Team Havoc and Team Stiletto did the best they could under challenging, life threatening, chaotic circumstances in unfamiliar surroundings,” COL Ray Royalty.

The Move to Embed: Ahlan wa sahan

The 1st Division Iraqi National Police compound was located on the east side of the Tigris River at a location known as “Site 4.” Under increasing pressure from higher coalition commands for NPTTs to co-locate with their Iraqi counterparts, Team Stiletto moved onto Site 4 to determine the feasibility of this concept.

Team Stiletto settles in for their first “sleepover” with their Iraqi counterparts

After spending several days and nights with the Iraqis, it was determined that the assets required for adequate force protection could not be attained. The force protection limitations of an 11-man team combined with the increased security threat in the area to include coalition kidnappings, forced the team to reconsider. In June, arrangements were made for the team to relocate to FOB Shield in order to be closer to their Iraqi counterparts. At this location, the route to Site 4 was



comparatively secure and approximately 300 meters from the FOB Shield gate.

Investigation in Ramadi

In September 2007, the most prominent figure in the U.S.-backed revolt of Sunni sheiks against al-Qaida in Iraq was killed by a bomb planted near his home in the Anbar province. Abdul-Sattar Abu Risha was the leader of the Anbar Salvation Council, also known as the Anbar Awakening — an alliance of clans backing the Iraqi government and U.S. forces. Members of the 1st Division NPTT traveled to Ramadi with MG Karim, who was chosen to lead the investigation. Once the suspects were identified, they were transported to Baghdad. Team Stiletto was with the National Police to ensure safe passage of the detainees to the Rusafa Detention Facility. The detainees included the head of the security detail that was supposed to protect Sheik Abdul-Sattar Abu Risha.

Going to Florida...

Saying that one must be “flexible” to work on a transition team with the Iraqi Security Forces is a serious understatement. Day to day, the team had to adjust to an ever changing landscape of coalition military plans, Iraqi cultural nuances, and an extremely adaptable enemy insurgency. The 1st Division team spent many days traveling to and from meetings of one kind or another, and often the daily plans changed in route. COL Royalty referred to these impromptu missions as “going to Florida.” There were numerous times when the team started the day with breakfast at Site 4 and ended up “going to Florida” before lunch.

The Iraqi Way: “In Shallah” (Life as a NPTT)

Inshallah, the Arabic expression meaning “if God wills it,” is used when an Iraqi speaks about the

future. It is a mindset ingrained in the Iraqi culture and is one of the first terms that transition teams learn. Team Stiletto spent many long days and late nights balancing between the planning of the U.S. Army and the Iraqi way.

Farewell: “Maasalaama”

Team Stiletto redeployed to Fort Riley on December 28, 2008. They had spent a total of fifteen months together. Twelve of them were in Iraq, where the team traveled over 8,000 miles on the dangerous roads of Baghdad, consumed countless cups of chai, and endured a year of ambiguity as a members of a NPTT; all the while developing relationships and bonds with the Iraqi National Police. The mission of a transition team member cannot be fully understood by pictures or words, it must be experienced to be truly appreciated. Unlike many conventional Army missions, there were no tangible measures of success or objectives to be met on a specific timeline. That is not the Iraqi way. Success would be measured in seemingly small measures- tiny victories. Such is the nature of the transition team mission in a culture where patience often outweighs action. Team Stiletto understood that the benefits of their hard work in Iraq would not likely be realized for months or even years after they would return home. NPTT teams must be consummate, driven professionals who can also remain dynamic and flexible- Team Stiletto rose to each of those challenges and set the standard for other teams to follow.

“As-Salam Alaikum”

A. Ray Royalty is currently an O6, serving at the 108th Headquarters.



4-1 NPTT - Team Panther



Paul Driscoll

Team Composition: LTC Paul Driscoll (team chief), MAJ Brian Sullivan (assistant team chief), CPT A. Tom Maas (intelligence advisor), MAJ J. Gary Spivey (police operations advisor), CPT Robert Park (logistics advisor), MSG Cosmas Edwards (NCOIC), MSG Tim Wier, MSG Greg Cornejo, and SFC James Allen (operations NCO advisors), SFC Trent Branson (signal advisor), and SFC Kurt Swan (medic advisor).

Team 6140 (4-1 National Police Transition Team) formed on 21 September 2006 with the mobilization of elements of the 108th Division (IT) at Fort McClellan, Alabama, as part of Transition Team Class 10. Following initial SRP, the Team moved to Fort Riley, Kansas, where it linked up with Active Component Soldiers on 29 September and initiated pre-deployment training. The transition team mission was to teach, coach, mentor, and advise the 4th Brigade, 1st Division National Police to accelerate their development into a truly modern paramilitary force capable of defeating anti-GOI forces in zone and reinforce the legitimacy of the elected government of Iraq. The team was composed of LTC Paul Driscoll (team chief), MAJ Brian Sullivan (assistant team chief), CPT A. Tom Maas (intelligence advisor), MAJ J. Gary Spivey (police operations advisor), CPT Robert Park (logistics advisor), MSG Cosmas Edwards (NCOIC), MSG Tim Wier, MSG Greg Cornejo, and SFC James Allen (operations NCO advisors), SFC Trent Bronson (signal advisor), and SFC Kurt Swan (medic advisor).

The deployment was composed of five phases. The initial phase was comprehensive predeployment training in CONUS, Kuwait, and Camp Taji. Team training exclusive of

the POI emphasized urban combat survival. It implemented transition and reflexive fire ranges along with additional crew-served weapons ranges, communications training, and reinforcement combat lifesaver training. Many of these initiatives were later incorporated into the 1st Infantry Division transition team POI.

The second phase began with the relief in place and transition of authority at Forward Operating Base Rustamayah in east Baghdad on 30 January 2007 and its attachment to the Mustangs of 1-8 Cavalry and Strike Force of 2d Brigade, 2d Infantry Division. The team participated in a number of large-scale cordon-and-search operations in east Baghdad in support of the Baghdad Security Plan under Operation Faraq al-Quanoon (Enforce the Law) beginning in February and continuing through the end of May 2007.

The security situation slowly began to stabilize and the arrival of the summer heat marked a new phase as the team shifted its focus to improvements to the 4-1 National Police compound. The assistant team chief, NCOIC, and logistics advisor oversaw the execution of contracts to improve shurta living conditions in the Security Company building, repair of the compound's backup generator, emplacement of over three hundred piece of



concrete to harden the facility from AIF attack, construction of vehicle maintenance ramps, and replacement of the decorative main gates with barriers which provide concealment and fragmentation protection. The logistics advisor oversaw efforts to improve the maintenance and logistics system to better equip the brigade to sustain on-going operations.

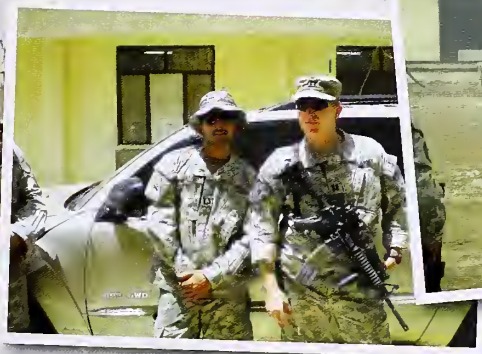
The fourth phase in the deployment occurred in the fall with the completion of major improvement projects at the 4-1 NP compound. The team implemented policies to harvest confiscated weapons to arm the National Police, effectively turning the enemy into an ISF supply source. The team further helped Coalition Forces in reviving systems of local governance. Security district meetings gradually expanded from Coalition and ISF-only to include representatives of all emergency services, the Baghdad governor's office, and the district advisory council.

The last phase of the deployment began with preparation for a comprehensive hand-off to incoming Team Black Horse. The brigade team

emptied the storage areas of excess equipment and supplies, updated records and hand receipts, and prepared continuity books covering every aspect of transition team operations. The Panthers of 4-1 NPTT departed Rustamayah on 23 December 2007 and arrived in Kuwait on Christmas Eve. After several days at Camp Virginia, the team redeployed to Fort Riley, Kansas, and completed post-deployment operations on 30 December 2007.

4-1 NPTT had the greatest operational tempo of any team at based at Rustamayah. The team executed over 200 combat patrols over some the worst roads in the Middle East, walked the streets every day in the 4-1 NP sector, and rode with its subordinate battalion NPTTs to assist them in the execution of their mission. The team endured over four dozen indirect fire attacks and two IED strikes. Team members earned a total of five Bronze Stars, four Combat Infantryman Badges, four Combat Action Badges, and one Combat Medic Badge.

Paul Driscoll is currently an O6, serving at the 108th Headquarters.



MiTT 0121 / NPTT 6262 "Corsairs"

Todd Fredette

Lineage of MiTT 0121 / NPTT 6262 "Corsairs" Military Transition Team 0121, "The Corsairs," was formed at Ft. McClellan, Alabama on 28 April 2006 and after conducting initial assembly and inprocessing, they then proceeded to Ft. Hood, Texas where they underwent predeployment training from 1 May until 18 June 2006. On 19 June 2006, the Corsairs deployed to Kuwait, arriving on 20 June 2006. After two weeks of final combat training at Camp Beuhring, Kuwait the team deployed to the Iraqi Theater of Operations for additional training at the Phoenix Academy in Taji, Iraq.

Members of Unit:

Team ChiefMAJ Patrick Semon
 S-3 AdvisorMAJ Michael Mundell
 S-3 / S-4 Advisor MAJ Todd Fredette
 S-2 AdvisorMAJ Jorge Velasquez
 HSC & S-1 AdvisorCPT Jonathan Stewart
 FSO & S-5 AdvisorCPT Warren Snook
 S-3 NCOSFC Edgardo Asencio
 Commo NCO SFC Stephen Foren
 FSO / NCO SFC Michael Fulford
 Team MedicSSG Richard Butler
 S-2 NCOSSG Alex Macias

On 20 July 2006, Team Corsair deployed to Firm Base Castle in Fallujah, Iraq where they served as Military Transition Team advisors to the 1st Battalion, 2nd Brigade, 1st Iraqi Army Division from 20 July 2006 until 8 February 2007.

During their tour of duty in Fallujah, Team Corsair and their Iraqi Army counterpart Battalion participated in seven US Marine Corps RCT 5 level operations to conduct cordon and search missions and pinpoint raids on suspected enemy positions. Among these were OPERATIONS RAPID DEPARTURE I, II AND III from July through October 2006; OPERATION INDUSTRIAL REVOLUTION in September 2006; OPERATION SITCHER ROAD (aka "The Chicken Coop") in October 2006; OPERATION GATOR in October 2006; and OPERATION PIZZA SLICE in November 2006.

On several occasions, the Corsairs and their Iraqi counterparts defeated complex attacks consisting of Rocket Propelled Grenade and Small Arms on FIRM BASE CASTLE, causing the enemy attackers

to disband and flee without achieving success.

In addition, Team 0121 conducted over 100 logistic combat patrols, 15 Civil-Military support operations, and numerous Battalion-level cordon and search, IED cordon and search, and targeted raids missions with the 1/2/1 IA.

In October 2006, MiTT 0121 and their Iraqi counterparts were called to Cordon off an IED which had been located in a local square. The IED call turned out to be a feint; as soon as Corsair Vehicles came into the square they immediately received small arms fire. MAJ Mundell was hit, by a snipers bullet, but luckily the bullet lodged just between his radio and his vest. A USMC EOD team was called in to remove the known IED, but after careful inspection it became obvious that every exit from the square had been booby trapped. Team Corsair provided security for the EOD team until late into the evening until all IED's had been identified and dismantled.

In November 2006, MiTT 0121 was accompanying a patrol from 1/2/1 IA that was tasked to search for an IED along Route "Bill". While conducting the patrol the lead Corsair vehicle struck a pressure plate IED resulting in the catastrophic loss of an M1114 HMMWV, but fortunately Sergeants Foren, Asencio and MAJ Fredette only sustained minor injuries.

Later, on 5 January 2007, 1/2/1 IA was tasked to establish an outer cordon with MiTT Team 0121 to aid a USMC M1A1 tank that had been struck by 2 IEDs. Enroute to effecting the 1/2/1 IA link up with USMC RCT 5, the lead Corsair vehicle was struck by a command wire initiated deep buried IED attack that killed MAJ Mike Mundell and completely destroyed the M1114 HMMWV.



The blast was so effective it blew CPT Jonathan Stewart from the turret some 25 meters and shell-shocked Sergeants First Class Stephen Foren and Michael Fulford. The Team's Iraqi translator was pinned beneath the vehicle. CPT Snook and SFC Foren successfully freed the translator by using a jack from one of the other vehicles. Sergeants Foren and Fulford were both hospitalized for a brief time before being returned to duty and Captain Stewart was awarded a Purple Heart for injuries he sustained in the blast.

After his death, letters from MAJ Michael Mundel to his family were published in a special issue of Newsweek Magazine titled: Our Soldiers Stories, The war in the words of the dead, published April 2, 2007.

In total, Team Corsair and their 1/2/1 IA counterparts sustained 22 Soldiers killed in action, including MAJ Mundell and several Iraqi Army officers, and over 100 Soldiers wounded in action. Team Corsair captured and detained over 20 known and suspected insurgents.

On 20 January 2007, Team 0121 received a change of mission to conduct a relief in place and assume operational responsibility as the National Police Transition Team advisors for the 2nd Battalion, 6th Brigade, 2nd National Police Division in Doura, Baghdad, Iraq. On 9 February 2007 the advance party for the team deployed to FOB FALCON, Baghdad, Iraq and was redesignated as NPTT 6262.

From 15 February 2007 until 13 May 2007, NPTT 6262 conducted over 45 combat patrols and several cordon and search missions in support of OPERATION FARKH AL NOON, the combined operation to secure Baghdad. During their tour of duty, the Corsairs were instrumental in assisting their counterpart National Police Battalion in conducting combined missions with Coalition Forces targeted at insurgents operating within the Doura Market and surrounding neighborhoods.

On 13 May, NPTT 6262 deployed to the Numaniyah National Police Academy, where they conducted training to improve the proficiency and combat effectiveness of the 2/6/2 NP Battalion.

On 1 June 2007, NPTT 6262 completed their mission and began redeployment to Fort Hood, Texas for demobilization and reassignment.

All members of MiTT 121 / NPTT 626 received the Bronze Star medal for their action in theater.

Todd Fredette is currently an O4, serving in the Army Reserve.



2nd MTR MiTT



Pablo Soto

Team Composition: LTC Pablo Soto, MAJ Myrta Crespa, CPT Jason Parker, CPT Mark Geskey, CPT Thomas Sturm, CPT Latrice Davis, CPT Christy Acejeda, MSG David Burke, MSG Katrina Baker, and SSG Mark Eversale

Awards received by member(s):

CPT Thomas Sturm and CPT Mark Geskey received the CAB

LTC Pablo Soto, MAJ Crespo, MAJ Parker, CPT Latrice Davis, CPT Christy Acejeda, MSG Katrina Baker all received the Bronze Star

List any/all combat patch(es) earned:

1st Infantry Division (FWD)/HQ IAG, MNC-I/IAG, 13th SC(E), 82nd Sustainment Brigade, 260th Corp Support Battalion, 4th BCT, 1st Cavalry Division, 25th Infantry Division (MND-N)

MOB & REFRAD station + month(s) of station activity:

Fort Riley May 06 Mob station, Fort Riley Sep 07 Refrad station

"Mission unspoken destination unknown"

We have all heard the cadence time and time again, but for the first time in my military career I experienced the statement first hand. As the 108th developed battle rosters assigning Soldiers to different teams my name was placed under 2nd MTR. Not only was it different from the regular Military Transition Teams (MITT), National Police Transition Teams (NPTT), and Border Patrol teams, but ironically, there were four (4) female Soldiers assigned to my team. Numerous questions surfaced inquiring whether females Soldiers were allowed on MITT Teams and my team immediately

received confirmation that this question was a mystery to all. Therefore, the entire time my team trained to deploy we were under the impression that females weren't supposed to be on MITT's and we prepared to be separated before deploying. Fortunately, upon completion of the



training the female Soldiers remained a part of the team which brought attention to our team as we went off to an assignment that was "BIG" question to us all. Overall the reception of the female Soldiers became easier with time. The Iraqi Army eventually grew to respect them as Soldiers and realized that they were true professionals, regardless of their sex.

Pre-Deployment training for 2nd MTR MITT was conducted at Fort Riley, KS. Prior to training



at Fort Riley, KS all training was being conducted at Fort Knox, KY. Despite Fort Riley being a new training facility it was a great experience and provided the tools needed to effectively conduct the mission in Iraq and most importantly survive.

After completing training at Fort Riley we deployed to Iraq where we were the first MITT Team to not only have female Soldiers, but also to train the 2nd MTR. We fell in on new equipment and received additional training at Taji, Iraq. Once the training was completed we headed out to Numaniyah, Iraq which is a training base where Soldiers would attend basic training, drivers AIT and police training. Also the Iraqi Army could also draw their equipment.

After the initial introductions and transitions were complete we were able to start training. The 2nd MTR had not received any training from a MITT Team and neither did they have all of their equipment that was assigned to them. However, once the S-4 received adequate training he was able to request and receive equipment that was needed in order to begin training. Fortunately, once the equipment was received we immediately begin training so that eventually the 2nd MTR could move up north to Al Kindi where the 2nd Division was located. However, due to many major setbacks including Soldiers being injured or killed while training, kidnapped and killed for being associated with the military, or injured from IED's we did not meet our scheduled move date. Additionally, the Soldiers and interpreters who were almost all Sunni's did not want to move up north, due to the fact that, mostly Kurdish lived up North. Finally, the time had come to move from Al Numaniyah to Al Kindi and

they would not leave. Fortunately, after reassuring the chain of command that things were planned and coordinated they persuaded the Jundi's to move. Honestly, I believe a lot of the concern was due to the fact that the only person who had seen the facilities of which they were to occupy was the 2nd MTR Commander which in the U.S. Army that would be acceptable, but it was not acceptable to the Iraqi Army because the Commander was Kurdish and the majority of the Soldiers were Sunni.

The move was long and took several days because the 2nd MTR MITT had to make several trips from Al Numaniyah to Al Kindi. Overall, with recons



and coordination associated with the move the 2nd MTR MITT had made over 16 trips from the center of Iraq up north. Initially, the move was supposed to take place in January, but due to setbacks the move was now taking place in July. Of course, the temperature was extremely hot which turned out to be very hard on all the vehicles causing us to make several stops due to mechanical issues. Fortunately, due to a large amount of air support the MTR was able to move safely with minimal injuries. I remember the feeling of pride that 2nd MTR MITT had as we watched the 2nd MTR convoy through Iraq realizing that just a few months ago the MTR did not have vehicles. Now they were functioning by driving vehicles and communicating on the radios while providing security to their convoy with their own security element. The feeling is hard to explain, but I realized at that time that the 108th had assisted in making a move in the right direction by ensuring that the Iraqi Army was self sufficient which in turn removed all doubt that they would be able to one day stand alone as a Military and most importantly a Country.

Pablo Soto



we were set to leave. All of the vehicles were lined up and prepared to SP at 0600, but as we conducted our routine convoy brief the evening prior the Iraqi's Soldiers came to our compound where we lived. The 2nd MTR Iraqi chain of command was very upset that they had to leave and told us that



3 ITB MiTT - Team Freebird

James Conaway

This review is from the **Military Transition Team (MiTT)** serving with the 3rd Iraqi Training Battalion (3 ITB) co-located on the Iraqi facility at An Numaniyah Military Training Base in Southern Iraq. The MiTT assigned Headquarters is the Coalition Military Assistance Training Team (CMATT), Multi-National Security Transition Command Iraq (MNSTC-I), Multi-National Force Iraq (MNF-I) and Central Command (CENTCOM).

The 3rd ITB MiTT served a deployment tour of duty from June 2006 until June 2007. The team consisted of seven United States Army Reserve personnel from the 108th Division (IT) and medic personnel from the United States Army and Army Reserves. The following is the team rundown per pay grade and duty position just prior to RIP-TOA and 108th Rotation back to CONUS: 1 COL - OIC, 1 CPT - XO, 1 SGM - NCOIC, 1 1SG-Logistics, 2 SFC's -Admin/Personnel and Operations respectfully and a one person medic team for coverage of the Basic Medic Course (BMC). Medic team consists of 1 SGT-NCOIC (rotates out in November 2007). Mobilization Training occurred at Fort McCoy, WI. Main Body training covered a period from 17 April THRU 17 June 2006. The MiTT OIC, COL Conaway, was ADVON to the Mobilization Station and started his training 03 March 2006. The 85th Division (TS) had primary training responsibility at the Mobilization station. The 78th Division (TS) provided the Liaison Officer and Unit Assistors (UA). Medic Team mobilized through Fort Bliss, TX. Mobilization training concluded with Deployment to into the CENTCOM Theater of Operations.

The 3 ITB MiTT had oversight of operations as the largest tenant unit at An Numiniyah Military Training Base (ANMTB) in Southern Iraq. We worked closely with our assigned Iraq Commander, his subordinate commanders, leadership, principle staff and the entire school cadre during the year spent in Iraq. Our primary focus was to transition operational control of the unit to Iraqi leadership by the end of our tour. We accomplished this by helping Iraqi leaders to recognize problems and develop sound solutions that would sustain the unit long term. We advised leaders at all levels in the organization. The 3rd ITB became the most successful training organization in Iraq in 2006 and 2007. The Battalion trained over 20,000 new

Iraqi Recruits for the Iraq Army. The total team efforts helped to fulfill the Iraqi Prime Minister's Directives to reconstitute the Iraqi Combat Divisions and stand-up the Iraqi Army Samara Brigade. The 3rd ITB was able to quickly adjust training efforts, train cadre and develop a core of sound Iraqi leaders to meet these high demands. To meet Samara Brigade force fills the 3rd ITB was able to train new Iraqi Soldiers in Basic Combat Training, 9 different Military Occupational Specialties (MOS) Courses and 5 NCO Development Courses. These courses of instruction included Infantry, Combat Medic, Transportation, Maintenance (which evolved from a 5 to a 7 week course during our oversight), Armorer (Weapons Maintenance) Military Police, Signal (Radio Operations), Supply (S4) and Administration (S1 - Personnel). The 3rd ITB MiTT was instrumental in the development, review and implementation of Standardized - Programs Of Instruction (POI) for all of these courses. This was coordinated through CMATT's Standardization team. This team visited our MiTT 3 times and relied on our team to review, update and provide 4 MOS producing POIs, 5 NCO Course POIs and the Basic Combat Training POI.

I will break down roles, responsibilities and some highlights for each person on the 3rd ITB "FreeBird" MiTT Team.

COL Conaway was "FreeBird 6" the Team OIC and focused a majority of his time on coaching the Senior



MiTT



Commander, Colonel Nazar and the Primary Battalion Staff. Each member of the team had responsibilities for leadership coverage and staff coverage. His efforts ensured POPI development and execution were meeting standards. He also pushed the constant theme of personnel and equipment accountability with all of his Iraqi counterparts. COL Conaway oversaw all team activities and directed team efforts to assist the Iraqi 3 ITB Chain of Command. He was instrumental in driving AARs after every Enemy Attack or Incident directed against the base. His actions ensured the entire team remained safe during daily operations; convoy operations and during periodic enemy attacks against the ANMTB facility.

CPT Brian Barnhart was "FreeBird 5" Team XO and also had coverage of the Battalion XO and S2 functions. He provided support to the battalion on a daily basis and reviewed staff activity with the Iraqi XO. He also took action to teach a basic computer course to Iraqi leaders and this made him a much desired teacher among the Iraqi leadership. His personal efforts helped raise awareness of security shortfalls in the Battalion and on the Iraqi run facility. He covered all of the combat activities as the team base and ensured prompt situational reports were sent to CMATT - MNSTC-I whenever an enemy activity occurred.

SGM Robert Payne was the "FreeBird 7" Team NCOIC. His actions ensured that the Iraqi NCO Corps at Anuminiyah were at the highest level. He coached and mentored 7 Iraqi Sergeant Majors assigned to the ITB. He also directed team activity and team training. He ensured we stayed proficient with our weapons, the vehicle, Blue Force Tracker, physical fitness, convey operations and Combat Life Saver. He personally drove the spirit of training and was a positive example to the Iraqi Battalion.

SFC Peter Edmund was the "FreeBird 1" Team S1 / Training NCO. He provided oversight to the Battalion personnel accountability (S1) and worked with our Wing leadership. His efforts helped push home the importance of daily and continuous accountability for Iraqi leaders.

SFC Lannis Howard was the "FreeBird 7" Team S3 / Training NCO. He provided training management courses to the Battalion S3 shop and all of its assigned personnel. His efforts produced a World class training schedule and training matrix that was emulated by all in CMATT. Most importantly he was able to assist Iraqi leaders to achieve and even exceeding training goals. This made the 3ITB the most successful training facility in Iraq in 2006 and 2007. A trend that continued into 2008 with the new MiTT Team.

1SG Cal Fowler was the "FreeBird 7" Team S4 /

Training NCO. His personal efforts to drive both equipment accountability and training management operations made him a valuable team member and won him admiration with his Iraqi counterparts. He was able to push the tenants of accountability to a level that other Iraqi units had not achieved. This was best demonstrated when the Iraqi S4 was able to provide a complete weapons inventory and a history of inventory on short notice in March 2007. This made the 3 ITB the example of accountability and a role model for other M7 and CMATT covered facilities.

The Medic Team (Call sign "Halo" and a number) assigned to 3 ITB Mitt had several members responsible for the establishment of the Iraqi Combat Medic Course. This team initially had 4 members, MSG Pablo Rodriguez, SGT Larez Moody, CPL Robert Bullion and CPL Michael Prince. Once the medic Courses went GREEN the coverage was reduced to one medic team coverage. SGT Daniel Hueppelsheuser became the Medic course MiTT leader in November 2006 and remained in theater till November 2007 to provide coverage to MiTT Team medical needs and of course Iraqi Medic Training. The Medic Course was a very positive highlight of this rotation. It was the first 3 ITB MOS course to gain a GREEN Status and be turned over to Iraqi Command and Control. The Medical MiTT Team was successful in establishing training POI, the training of instructors, visits by the Iraqi Surgeon General's Office and lines of supply for medical equipment to support the course.

The FreeBird MiTT team assigned to support the 3rd Iraqi Training Battalion at An Numiniyah, Iraq did a fantastic job. Success was measured on some simple lines. First, we had no casualties and the team returned home to their families safely. Second, we had succeeded in the missions provided us and in many cases had done a superior job in getting the mission accomplished. Third, the "FreeBird" MiTT was an example to the Iraqi Army Leadership and its new Iraqi Army Soldiers. We influenced the lives of thousands, ushered in the Surge and remained safe even when under fire from enemy forces bent on stopping our progress. We achieved much and we also scarified much. Our families at home were the real heroes as they went on without us each day and supported our needs through care packages and email messages. The "FreeBird" Team was a solid group of professionals that proved their metal and returned proudly home. Thanks to all, Objective is Secure - "FreeBird 6" - OUT.

James Conaway



1-6 MiTT - Team Viper



Barry Niles

Team Composition: LTC Barry Niles, LTC Martin Welker, and MSG Keith Balden

The three members 1-6 Military Transition Team were mobilized at the 108th Division in Charlotte, NC on 10 October 2006. LTC Barry Niles, LTC Martin Welker, and MSG Keith Balden. On 12 October 2006 these team members were flown to Ft Riley, KS to link up with the Active Component members of the new team, MAJ Edwin Callahan, MAJ Derwin "Derick" Ward, CPT Russell Henry, MSG Howard Strother, and SFC Stevie Kyles fell in over the next week. SFC Michael Bixler the team medic was training a Camp Bullis in Texas, and reported in November. The 2 weeks "on the hill" were devoted to processing and mandatory briefings. The team was still short a Communication Sergeant. SFC Michael Eaton was added to the team as an extra. SFC Eaton was a Fire and Effects NCO, but transitioned into the Como slot minutes prior to deployment.

The team URF 42, moved Camp Funston and began training MiTT with 1-62 AR, John Nagl Commander. The team adopted the call sign Viper.

Viper deployed from Ft. Riley on 8 January '07, and arrived in Kuwait on 10 January. Viper trained in Kuwait, and the Phoenix Academy, Taji, Iraq. Viper finally arrived at FOB Justice, Baghdad Iraq on 1 February 2007, where we began the RIP/TOA with Team Raven. During the TIP/TOA process, Viper lost MAJ Ward to a

battalion MiTT, and picked up LTC Earle Bluff. Viper began the process of building a relationship with their Iraqi Army counterparts of the 1st Brigade, 6th Division Iraqi Arm, Commanded by BG Fallah Kindbar. In March all MiTT's were attached to the Brigade Combat Team responsible for the area. Viper became attached to 2d Brigade, 1st Infantry Division "Dagger"

On 16 March 2007, elements of Viper were conducting mounted combat patrol with the PSD of BG Fallah were hit by an IED on Creek Rd, along the South side of the Shulla district. One vehicle was destroyed, and Viper conducted a recovery under fire. No one was injured. MSG Strother, the driver of the struck vehicle was awarded an ARCOM for his quick action in recognizing the IED and taking evasive action. His action likely prevented casualties. Five CABs and 1 CIB was awarded from this incident.

On 29 April 2007, Viper assisted TF Justice in defense of the FOB, when fighting broke out outside the walls between CF and insurgent forces. Clearing operations began in May and continued through June. The weight of surge forces began to tamp down the violence and give greater control to CF and IA forces.

On 12 August 1-6 BDE, IA conducted a Medical Engagement (MEDOP) in the area of Salaam. The Medical Engagement was planned and executed totally by the Brigade Staff, with



some assistance from Viper. Also in August a negligent discharge of a PRG by an Iraqi Soldier gave SFC Bixler the opportunity of distinguish himself by saving an Iraqi Soldier's life. He was awarded an ARCOM with Valor for his actions.

September, October and November were quiet months; SIGACTS had dropped to a dozen a week. The surge seemed to work. Viper worked closely with the staff to develop a regular battle rhythm.

10 December Viper began its RIP/TOA with Team Tiger, and on 22 December 07, the last members of Viper left FOB Justice making their way home. Christmas was in Camp Virginia, Kuwait. Viper arrived back at Ft Riley on 28 December 2007.

Barry Niles



3-4-1 MiTT - Razor



Kent Hyde

Team Composition: MAJ Kent Hyde (NC) Team Leader, MAJ Chris Brooks (VA) XO/ HSC Advisor, CPT Scott Turner (MD) Intel Advisor, CPT Chris Holmes (SC) Operations Advisor, CPT Mike McLain (GA) Logistics Advisor, CPT Ian Iracheta (TX) Effects Coordinator, MSG Felipe Rodriguez (PR) Intel NCO, SFC Mark Mackey (PA) Effects NCO, SFC Randall Barbee (IL) Commo NCO, SSG John Thompson (TN) Medic, SSG Mario Lundy (FL) Logistics NCO, SGT Donald Moffett (OH) Medic

Members of Unit:

Rank/ Name/State	Position	Awards		Combat Patches
MAJ Kent Hyde (NC)	Team Leader	CAB	BS	1st ID & MNC-I & 1st MEF
MAJ Chris Brooks (VA)	XO/ HSC Advisor	CAB	BS	1st ID & MNC-I & 1st MEF
CPT Scott Turner (MD)	Intel Advisor	CAB	BS	1st ID & MNC-I & 1st MEF
CPT Chris Holmes (SC)	Operations Advisor	CAB	BS	1st ID & MNC-I & 1st MEF
CPT Mike McLain (GA)	Logistics Advisor	CAB	BS	1st ID & MNC-I & 1st MEF
CPT Ian Iracheta (TX)	Effects Coordinator	CAB	BS	1st ID & MNC-I & 1st MEF
MSG Felipe Rodriguez (PR)	Intel NCO	CIB	BS	1st ID & MNC-I & 1st MEF
SFC Mark Mackey (PA)	Effects NCO	CAB	BS	1st ID & MNC-I & 1st MEF
SFC Randall Barbee (IL)	Commo NCO	CAB	BS	1st ID & MNC-I & 1st MEF
SSG John Thompson (TN)	Medic	CMB		1st ID & MNC-I & 1st MEF
SSG Mario Lundy (FL)	Logistics NCO	CAB		1st ID & MNC-I & 1st MEF
SGT Donald Moffett (OH)	Medic	CMB		1st ID & MNC-I & 1st MEF



MISSION STATEMENT

Select Army Reserve and Active Component Soldiers (designated Military Transition Team 0143), assemble and conduct pre-deployment training at Fort Hood, TX beginning 1 May 2006. O/O deploys to Southwest Asia as part of Operation Iraqi Freedom, conducts RIP with outgoing team, and advises/ trains an Iraqi Army light infantry battalion in conducting COIN operations in al Anbar Province, Iraq to disrupt insurgent operations west of Baghdad.

Mobilization

MOB: Fort Hood, TX (1 May 2006 – 19 June 2006)

REFRAD: Fort Hood, TX (20 June 2007)

Upon completion of pre-deployment training at North Fort Hood, TX, Team 0143, consisting of six officers and five NCOs deployed and arrived in Kuwait in June 2006 for acclimation and additional training at Camp Buehring. From there, Team 0143 was flown to Camp Taji north of Baghdad for completion of transition team orientation and final equipment draw prior to conducting a Relief-In-Place (RIP) with the outgoing team.

The RIP took place at Camp India in July 2006 in the town of Nasser Wa Salam (NWS), a predominately Sunni area to the east of Fallujah and west of Baghdad. Camp India was an old British and Iraqi Army (IA) base that was occupied by the Headquarters of the 4th Brigade 1st IA Division (4-1 IA) and two of its subordinate battalions (one being 3-4-1 IA). The other battalion and its' MiTT was located to the northwest in the village of Kharma. 4-1 IA was OPCON to the 1st Marine Expeditionary Force (MEF) and maintained the eastern boundary with Multi-National Division-Baghdad (MND-B). Two Main Supply Routes (MSRs), Michigan and Mobile, ran through the unit's battlespace.

Team 0143 received medical, logistical, maintenance, effects, and Quick Reaction Force (QRF) support from Marine Regimental Combat Teams (RCTs) 5 and 6 and the Marines at Camp Fallujah. Communication with Iraqi counterparts was accomplished through the use of five Arabic interpreter contractors "Tiger", "Mongoose", "Scorpion", "Badger", and "Happy" from the L3 corporation. In addition, there were many junior enlisted Marine augmentees from the MEF attached to Team 0143 to serve as drivers, gunners, and RTOs for short periods of time.

Daily operations of Team 0143 and the "Jundees" or Iraqi Soldiers of the 3-4-1 IA Battalion the team advised, consisted of patrols (some joint with adjacent coalition forces), cordon & searches, raids, snap Vehicle Control

Points (VCPs) and IED cordons to disrupt AQI and other insurgent group activities in and around NWS. Team members also worked closely with the Iraqi leadership on garrison issues such as Classes of Supply forecasting and management, billeting, FOB security, personnel and pay, and various training programs in weapons qualification, driving, and medical support.

There were many highlights during the deployment for Team 0143 and their Iraqi counterparts. In September 2006, the Battalion developed a plan and worked with Marine combat engineers to construct and man an OP to provide overwatch on MSR Mobile and into the insurgent stronghold Zaidon area. This resulted in a decrease of IED emplacement along the MSR. In November 2006, the Battalion coordinated the successful construction of two Entry Control Points (ECPs) at 30th and 60th Streets in NWS, with Iraqi combat engineers from the Division; an Iraqi Army first. Unfortunately Team 0143 lost a dear friend and brave interpreter, "Badger" to sniper SAF during the operation. The new year saw the team and 3-4-1 IA stretched thin through an assumption of additional battlespace in January 2007, when the parent brigade and two sister battalions (with their assigned MiTTs) were sent to Baghdad as part of the "Surge". These taskings included providing security for the recently vacated and infamous Abu Ghraib Prison which presented many logistical challenges. In February 2007, 3-4-1 IA and Team 0143 participated in the very successful Operation "Pump Fake" with 2-5 Cavalry that disrupted insurgent activity in the boundary area village of Khandari and in NWS. In May 2007, 3-4-1 IA and MiTT conducted a CME operation in NWS with MEF support to improve relations with local nationals. It was also during this time that many local nationals came forward to volunteer as part of the "Anbar Awakening" and many large weapons caches were identified and found by 3-4-1 IA.

Team 0143 conducted an outgoing RIP with a Marine MiTT in June 2007 and was flown from Camp Fallujah through Al Asad Air Base to Camp Buehring, Kuwait for debrief, decompression, and equipment turn-in. Team 0143 was then redeployed stateside back to Fort Hood, TX and team members were reassigned to their respective parent units upon completion of weapons and equipment turn-in and medical evaluations.

Kent Hyde is currently an O5, serving at the 108th Headquarters.



0142 MiTT - Team Bulldog



B. Scott Marley

Team Composition: Chief: LTC Bryan Scott Marley, S2 Advisor: CPT Jahn Langford, S2 NCO: SFC Scott Mayer, S3 Plans and Operations, Advisor: CPT Bob Merry, S4 Advisor: CPT Cedric Canada, S4 NCO: SFC Niles Cruithirds, HSC Advisors: LTC Kim Swanson (not pictured), CPT Brian Kaminski (Feb 2007), Effects Officer: 1LT Richard Sandrack, Effects NCO: SFC Christopher Platter, Comma NOC: SSG Donald Fehling, Medical NCO: SSG Wright, Augments: SGT McClellan, SPC Hause and SPC MacWilliams (Feb 2007)

Mobilization began 28 April 2006 when our core personnel assigned to the 108th Division (Institutional Training) converged on Atlanta's Hartsfield International Airport for the bus ride to muster at Fort McClellan, Alabama. Early Monday morning, we loaded our bags and our military records onto trucks, and climbed into buses to catch our flight to Fort Hood Texas.

More Soldiers joined us over the next weeks, particularly our leavening of active component augments. Military Transition Team 0142 (MiTT) began to take shape. We soon fell into a rhythm of matching training requirements against scheduled training events and plugging the names of team members into the training rosters. The teams continued to morph as Soldiers washed out for various reasons. One member of MiTT 0142 (MAJ Talley) even became the Team Chief of a different team. Fort Hood eventually refused to allow more replacements and created a follow-on group who had to start the train up cycle from the beginning. The follow-on group would continue to train along about three weeks behind us till we finally caught up after we'd completed our Relief In Place / Transfer of Authority (RIP/TOA) with the outgoing MiTT at our Iraqi Unit. Eventually the composition of MiTT 0142 stabilized. The team represented six states (AZ, GA, MS, TX, SC, WA), three Army posts (Fort Jackson, Fort Sam Houston,

Fort Lewis), and three ethnic groups (African American, European American, and Hispanic American). Five were Reserve Component and six were Active Component. The eleven man roster was full.

The curriculum at Fort Hood was long on combat and combat support skills and short on specific cultural and language skill training.

We finally wrapped up the last of the train-up tasks and qualifications just after the middle of June. The team chiefs received deployment packets with OCONUS orders, E&E data, and so on. Packing lists and transportation schedules were distributed. Soldiers began packing their four duffel bags (3 send-ahead bags and 1 travel bag). The Team Chiefs of the division MiTTs worked up a deployment Pass In Review Ceremony for 108th Division command team. On our departure day we cleared barracks and carried our travel bags to the parade field. Many of the families attended the



deployment parade and when the formation was dismissed they said their goodbyes. Those of us without family attending loaded the travel bags on the buses, and then everyone boarded for the drive to the post airfield. We wended our way through the departure processing queue to the holding area, then walked

to Camp Beuhring for more training. Acclimating to the heat, grit, and constant wind took awhile for those of us on our first tour in theater. We pressed on through the regimen of briefings, vehicle rollover training, weapons ranges, convoy training and tactical exercises.

While at Camp Beuhring, 1LT Sandrock made the Captain's promotion list and the Team Chief conducted the promotion ceremony during the overnight range called Reaction to Contact. Our first serious injury occurred on the close combat range. We had just completed a series of movements in full battle gear and were standing waiting for the instructor to give our next instructions when we heard an agonized moan and LTC Swanson collapsed straight

down. We placed our weapons on the ground and went to his aid. We stripped off his helmet, gear, and armor. Then two guys helped him shuffle to the medical vehicle. It turned out that one of his spinal disks ruptured under the weight of his gear. Camp Beuhring kept him for treatment then sent him back to the United States for extended treatment and medical REFRAD. Losing

Swanson with two of my

men already following several weeks behind us put the team under the minimum requirement for forward movement, so COL Cathey loaned us one guy from the Bde MiTT (at least on paper) so that Camp Beuhring would let us proceed to the Phoenix Academy.

The trip to required us to return to Ali Assaleem where we boarded a C-130 Hercules bound for Baghdad International Airport (BIAP). BIAP put us in temporary billets at Camp Striker. We remained around a week at Striker. (It turned out that Phoenix Academy was not ready for us to arrive. In the midst of our stay at Phoenix Academy, CPT Canada made the Major's list and our team watched as Canada's close friend (and senior officer) placed the gold oak leaf on his Army Combat Uniform (ACU).

Our stay at Phoenix came to an end. The next night, however, we were picked up. A Marine convoy pulled into the transport area after midnight. Several five-ton trucks had special troop compartments mounted. The troop compartments were made of three quarter inch steel plate. Benches ran down the length of the truck bed (back to back so the people faced out). The back was open from shoulder height to the roof so we could shoot out if attacked. We put



to the plane. 108th Division command team stood at the foot of the boarding stairs to see us off. We made two stops on the trip to theater. First we stopped in Bangor, Maine where a wonderful USO support group greeted us and let us call home. Then we stopped in Shannon, Ireland. Minor repairs to the plane lengthened our stay in Ireland, but we were soon wheels up for Kuwait. The team officially arrived in theater 20 June 2006.

The folks at Ali Assaleem processed us and bussed us



RESISTANCE
IS FUTILE...

our gear in the cargo trucks. The Marines issued us our side-SAPI



SFC Niles Cruthirds does his best Star Trek "Borg" impersonation during pre-mission checks

plates and DAPs which we added to our existing ballistic armor. The side-SAPIs overlapped the

out. We rattled down the roads in the dark with our night vision goggles on. It was now mid July 2006. The next morning after arriving, we plunged madly into our RIP/ TOA.

The process is supposed to last a week, starting with watching and following, then progressing to doing and being watched over by the outgoing team. Ours was done in less than three days. We each spent the morning with our counterparts. They briefed us on our duties, introduced us to our IA counterpart, and explained the strengths and failings of the IA sections we each mentored. That evening we went to the coordination meeting with the Marine battalion partnered with 2nd Battalion IA. (The day after the old teams left, the new teams picked through the left behind personal stuff to better outfit our rooms.) Finally, we settled into our new jobs as mentors to the IA Command and Staff team.



that there was little in the way of written guidance on how it worked. The first one of these I did right after the old team left took all my spare time for a week to complete. By August as we toured

the brigade's battle space we began thinking that the temperature was almost comfortable, even while wearing all our battle armor. About an hour later we noticed a thermometer at Camp Fallujah that showed the current temperature as 95 F. We must be more acclimatized than we thought; our Marine "Air Naval Gunfire Liaison Company" (ANGLCo) commander said we were getting "salty." Maybe he was just referring to the white sweat stains on our Kevlar vests.



front and rear ballistic plates enclosing our torso. The DAPs covered our shoulders and upper arms with a thick layer of Kevlar. The Marine convoy commander briefed her crews and passengers then we mounted up and moved

One mundane but important part of our mentoring was the monthly evaluation of the Iraqi battalion led by COL Munam: Training Readiness Assessment (TRA). It was a complex

collection of spreadsheets and PowerPoint slides on which we recorded supply statistics, personnel statistics, a METL assessment, a Commander's Evaluation, and a host of other metrics. One challenge was

Ramadan started in September (~24 Sep 2006 to ~24 Oct). The month is calculated on a lunar calendar so the dates on our calendar vary from year to year (kind of like the date for Easter). It is not as precise as consulting a moon phase chart because the Imam determines the end of the last month by when the moon LOOKS full to his eyes. He then officially declares start of the month of Ramadan to be the next day. The Muslims do not eat or drink during daylight hours during this festival month. They do eat a large breakfast before sunrise and a large dinner after sunset each day to make up for it. Ramadan is a month commemorating the giving of the



Qur'an and the celebration is the forth pillar of Islam.

Around the end of Ramadan, we received our replacement HSC advisor MAJ Chuck Adkins (30 OCT 2006). He had just finished a tour as a Bn MiTT Chief in another part of the country. He is a knowledgeable, dependable man, pleasant, talkative, and an asset to our team. Over the three to four months he stayed with us he really helped the Iraqi Headquarters Service Company Commander make tremendous progress in supporting the battalion and the progress showed in the monthly unit evaluation. Patrols were a daily affair for each of the IA Companies, but the MiTT only accompanied them a few times a week. We'd randomly accompany different companies at different times on different routes for our own security, but we'd never really know what would happen on the mission. One day we paused at the Karmah IP station while in route north to OP Mohammed for a patrol. We'd just parked our vehicles in their compound when a roadside IED detonated a few hundred meters up the road toward the OP. A southbound Marine convoy crossed the spot before we

Army/MiTT) where Aqueduct Road intersected with the irrigation canal. (The SeaBees had completed an earthen causeway over the canal to connect the roads the week we did our RIP/TOA.) Teams of Marines with bomb sniffing dogs were accompanied by IA and MiTT members up and down the roads, the canal, the fields, the farm yards, and into the bulrush-filled water. After all that hot sweaty work, we did find one cache of explosives (mortar and artillery rounds) which the Marine EOD team safely detonated in place. This intersection was a focal point of activity. Another time the IA and MiTT spent 15 hours (all night and late into the next morning) providing security while some SeaBees built a road barrier across the same causeway.

Some patrols, were mobile. The IA often did roving patrols interspersed with stops for snap vehicle control points (VCP's).

On at least one occasion, the MiTT accompanied an IA company on a very long circuit with several stops for VCPs that lasted most of the morning. At each VCP several MiTT members dismounted to walk among the

IA troops conducting the vehicle searches, while the rest of the MiTT helped the IA provide overwatch from the HMMWVs.

Other times the patrols could be very short. At the beginning



of one of these short patrols we challenged the IA 1LT in charge to give his troops a more detailed mission briefing. In December 2006 the 4th Brigade, 1st Division IA received a warning order to prepare to support the Baghdad Security Plan. So, the focus of both the Iraqi battalion



and the MiTT shifted to planning the move from India Base to Baghdad, but we still had to do all our usual work too. On 27 December 2006, 1st Company, 2/4/1 (IA) turned OP Mohammed over to 2/8 Marine in preparation for the transfer to Baghdad. The MiTT attended the handover and accompanied MAJ Ali's 1st Company from OP Muhammad to India Base (the MiTT vehicles were 4th, 7th and 9th in the order of march).

As the joint convoy traveled south on ASR Chicago through Al Karmah (~13:50 hours) a KIA minivan rammed the 5th vehicle in the convoy (an Iraqi Nissan gun truck carrying the units extra



did and the blast damaged a vehicle and wounded several men.

Some of our patrols were on foot. We did a Joint Combined sweep mission (Marine/Iraqi



ammo) and exploded (SVBIED) scattering debris over the area. The blast destroyed the gun truck killing all 4 Iraqi Soldiers in it. The force of the blast induced concussions on the Americans in the MiTT vehicle ahead of the Iraqis and injured Iraqi Soldiers in the 6th vehicle. The gunner, Lance Corporal David Hoover was the most shaken in his turret position and SSG Wright had blacked out from the concussion in his seat. The MiTT vehicle itself did not sustain any damage. Other Iraqi vehicles were damaged or destroyed. When CPT Merry's vehicle was hit, the MiTT escorted them straight to OP Delta to be treated by Medics of the 1st Battalion MiTT & 1/504th while the Iraqi convoy reorganized. (The 1/504th, 82nd Airborne Battalion were attached to the 25th Infantry Division group attached to the USMC to take over OP Delta from the IA 2nd Battalion when it departed to Baghdad in support of the surge). The Iraqi 2nd Battalion, 4th Brigade, 1st Infantry Division really revealed their true capabilities during our preparation for movement to and stay in Baghdad. They planned, coordinated, and executed the move with no help and little guidance from the Americans. We mostly served as a channel of communication between the Iraqi and Coalition chains of command. If we had ever been in doubt of the usefulness of the FBCB2 Blue Force Tracker (BFT) tactical communications system, the move to and operations in Baghdad proved the value in the satellite communications system. Our convoy to Baghdad was conducted under cover of darkness; it was organized and led by the Iraqi 4th Brigade. The convoy included the Iraqi Brigade HQ element, 2 Iraqi Battalions,



an unknown to BG Abdulah so he shuffled companies and battle space to place all the questionable companies in interior positions and his original units in the most threatened border positions. His idea was to prevent the infiltration of insurgent elements.

and three American transition teams. About this time the Army decided that the MiTTs should have at least four vehicles in a convoy and an Iraqi vehicle would not count. The American units partnered with our Iraqis had to provide a vehicle and three man crew. The Iraqis did not like this new regulation and we did not like it, but orders are orders. The 1/504 PIR (Parachute Infantry Regiment) from the 82nd Airborne (LTC Alex commanding) from FOB Loyalty was the Army partner unit to 4th Brigade IA. Each battalion was partnered with a company. The B/1/504th provided us a forth HMMWV and the crew moved in with us. Once they got used to working with all the officers and senior NCOs they loved the duty. They got a lot less scutt work and more mission time than when they were in their regular units. They also liked interacting with the Soldiers of the Iraqi battalion.

Over the term of our stay in the capital city there were a number of adjustments and shifts. The ministry of defense augmented 4th Brigade with a troubled battalion (most of their officers were arrested for insurgent entanglements). Although the remaining troops were certified loyal they were

On one of the long search missions we had a short firefight. One or more gunmen began firing from some upper stories of a corner building just outside our cordon. SSG Feling and the others with the laagered HMMWVs made positive ID and returned fire. Our search team was a block away at right angles to the gunfight. We could see muzzle flashes, but had no way to identify friend or foe. We lay on the sidewalk next to a parked Stryker praying that the very large vehicle would not move and crush us. After a minute or so one of the men got a metal roll-up door pulled up and we all scrambled inside. Iraqi armor from Al Rasheed arrived and joined the cordon. The armor made two attempts to relieve the Iraqi Soldiers in the alleyway at the cost of several wounded and one killed, still without success. The Brigade MiTT drove from the line of departure down the length of the alley to the Iraqi troops. As they drove passed each side road insurgents were waiting to shoot at them as they passed. Their vehicles took a beating but without casualties.



They were able to pull many of the wounded Iraqis into their HMMWVs and leave ammunition with the remaining Iraqis. The Iraqi battalion and the other elements of the Battalion MiTT attempted to rescue the remaining Soldiers by driving in from the other direction, but were halted by heavy fire from the upper stories of the buildings around the intersection and pulled back to their starting position. Finally the Armor made a third push to the trapped Iraqi infantry and succeeded in extracting the remaining men.

Several times with shopping insurgents, but they shots. The vehicles with the search strikes resulting damage, but no gunners provided action. The elements search also made area and kept the the trapped Iraqi hour gun fight there wounded, 1 dead), and



during the fighting Iraqi women bags attempted to resupply the were driven off with warning of the battalion MiTT element teams had multiple bullet in tire, window, and engine casualties. All the MiTT cover fire throughout the of 1/504 PIR supporting the forays into the contested insurgents from over running platoon. By the end of the 9 were both Iraqi casualties (6 some Americans wounded.

We had actually made contact with our replacements very early. They were a Marine team that was currently working as a Police Transition Team in Sadr City. They had a lot of time on their hands because the operating rules prevented them from linking up each day with their Iraqi unit. They used the time to link up with us. In May they began accompanying us on patrols, inspection tours, and meetings with 2nd Battalion's commander and staff. By the time we officially began our RIP/TOA the bond had been forged with the Iraqis and we had passed to them our knowledge of the AO. Our route home differed from our trip into theater. The return flight was through Germany to Maine, and back to Fort Hood, TX. Then we were bussed to a welcome home ceremony which we shared with a returning Fort Hood unit. MGs McCartney and Mallory were there to welcome us and give us our "Welcome Home Warrior" packets. Most of the men departed right after that final muster. A few of them would catch flights the next morning. Our year together as Military Transition Team was complete.

B. Scott Marley is an O5 and a longtime member of the 108th. He is currently overseas serving another tour for his country.



Team Freedom



Frederick Woerner

"Happy Holidays Team Freedom"

Team Composition: SGT John Dufner, SFC Robert Linebarger, SFC Brian Hankinson, MSG Larenza Diaz, MSG Edward McMahan, CPT Mark Ford, MAJ John Amadea, MAJ Scott Baum, MAJ Will Breazeale, MAJ Jeff Marrow, MAJ Al Tucker, MAJ Louis Mitchell, MAJ Randy Zimmerman, LTC Bob Heavrin, LTC Rob Meyer, COL Fred Woerner

Our role as advisors is to mentor the leadership of our Iraqi division with the all the knowledge and experience that our MiTT team has to offer, so that the Iraqi army can work as a cohesive unit, capable of conducting operations on their own, and capable of maintaining security throughout

Western Ninewa Province. Shortly after our arrival, we validated the 3rd brigade, and they immediately began to conduct independent operations with our MiTT team in the overwatch position.



2nd Brigade took the lead

in October, and in early November we validated the 1st Brigade. With all three brigades complete, our next hurdle was the division. Many days and weeks were invested by each team member as they mentored their Iraqi counterparts to design an operation that would demonstrate their readiness level. The Iraqi staff in 3rd Division wants this to succeed as much as we do, and they demonstrated this during their validation operation called Operation Eagle's Talon. The ceremony marking the transition and placing the 3rd Division officially in the lead and responsible for the security of Western Ninewa will take place on 4 December.

Iraq Could Pull On Scrooge's Heartstrings, by Louis Mitchell

Recently a few members of our staff had the privilege of assisting our 1st Brigade conduct a tactical and Civil/Military operation. (Basically a combo "get the bad guys, help the good guys" mission.)

As an engineer, I was asked to travel with the team to perform rehabilitation estimates on the town of Aski-Mosul's roadway system. Our team doctor, MSG Diaz went along to assist with any necessary medical treatment.

The plan was for the Iraqi Army to secure three bad guys, and then at the same time on the other side of the town, utilize the school house to distribute food, toys and medicine.

We arrived in the town around 4:45 a.m. The atmosphere was drab and dreary from the outset. It had just rained and it was extremely dark. The tactical team had already begun to round up the bad guys, so we, along with the Iraqi Army began to unload the food, toys, and medicines. I began to examine the street system, but due to the darkness, and lack of familiarity with the area, I decided to move to the school house. (This is when the gut-wrenching began.)

We had visited towns previously in which the kids were out asking for candy and other treats. We had also visited areas that did not have a good source of drinking water and suitable waste



facilities. But this scene could not be worse: The school house was located right in the path of run off water and "untreated sewage."

The students arrived about 7:00 a.m. Most of the children were gleeful because they had received word that we had care items. Others were scared, because a few hundred men carrying weapons were now in their village and school. After seeing the horrible environmental situation, we were happily surprised to observe all of the children were dressed appropriately for school. Most of the little girls had on denim skirts and dresses, to include white tights.

Many of the older children started assisting with the breakdown of the flour, sugar, beans and tea, which were delivered in huge 100-pound sacks.

As the Head Master assembled them, it was tough for me to hold the tears back. I could only think of my children and other children in the United States. What if my daughter had to endure these elements and rigors of this nation?

While this continued, I decided to venture over to the other end of the school house where MSG Diaz and the others were distributing medicine and providing medical care. The citizens here happily accepted a few cough drops, and many just wanted a bottle of aspirin. All, including women with a handful of little children, waited patiently for their turn.

Then a second heart-wrenching moment occurred. I approached a mother with two little girls. One of them was in her arms, and the other was crying profusely. The doctor began to question the family about their medical issues and asked the mother about the little girl and her reason for crying. The little girl had already received a toy from the medical staff, so she was not disappointed for that reason. This toddler had an eye infection that was very painful, which caused her to cry almost continuously.

As the Iraqi Soldiers began passing out toys, and clothing items to approximately 350 children, the sun appeared. The attitude of the children became contagious, and the adults and the Soldiers all started to become filled with a moment of joy.

One 1st Brigade Soldier summed up what we all felt: "When I return home, I never want to see a child unhappy for not receiving a new X-box, or \$100 pair of sneakers. These kids are happy just to receive a beanie baby. I wish my young relatives could just witness an event like this."

After the toy supply was exhausted, the Soldiers, along with

the assistance of the teenage boys, began to distribute the food supplies. For the most part, only women came to claim the food for the families, even though that meant lugging loads of 50-lb. or more. But in a great example of strength and perseverance, they gladly collected the items given to them and hauled them to their residence without assistance and without complaints. All while many Iraqi men just stood and watched as the women and children labored for the benefit of the family. What a different world.

It then became time for us to reconstitute our forces and head out of town, and for me to collect myself after having gone from nearly tears of sorrow in the early a.m., to tears of joy in the early p.m.

As with most events like this there were a few individuals that missed out on the fortunes. A few children followed us to our vehicles hoping that we would have extras there for them. Any extras at all...they asked for our pens, knee pads, gloves, and even my sweat band (I knew they were desperate). One intelligent lad, who spoke good English, made a request that will follow me for the rest of my life. "Mister, Mister, please just give me anything." I had to quickly get into the vehicle before I lost my composure again.

We left the town to the chorus of cheers, with men, women and children waving. A mission accomplished, and a great example to share why we should all be thankful.

Duhok: A Different Iraq, by Edward McMahon

Travel to the North of Iraq into Kurdistan, and you'll feel like you've entered a whole other country.

This region, which endured terrifying attacks by Saddam Hussein, now enjoys one of the strongest economies in the Middle East, and a degree of security you will find nowhere else in

Iraq. Its city has many universities, colleges and art galleries.

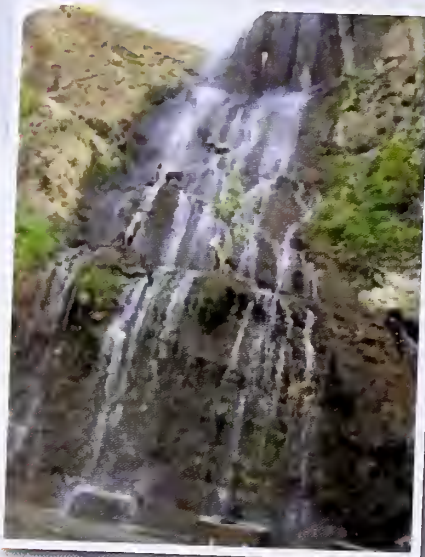
The streets and alleyways are all filled with hundreds of vendors. There are many hotels there and many more being built. You will never leave hungry. The food is good, and the hospitality and service are great. Best of all, the people are friendly and love Americans.

Although not many get so lucky, I jumped at a chance to visit on a purchasing mission. For the advisory teams like us, this is where we can purchase the cleaning/building/office/electronic supplies which we can't obtain through the normal



supply channels. The vendors take American money and usually give change in American money. And since they don't have banking systems in place yet, the currency exchange is on the main streets with guys just sitting at a little table on the side walks with large bags of Iraqi dinars or American dollars.

Fortunately, I also had the luxury of a homegrown guide, one of our interpreters named



Benny. He chauffeured me around the city in his black BMW sports car. Benny knew the best places to shop, how to negotiate the best deals, and where to find the best Chai (a variety of blended tea served very hot and sweet). We even ran into some American well as other

tourists as foreign national tourists.

That afternoon before leaving, Benny had to see the doctor. It was a great opportunity for me to learn about their health care plan and medical community.

It turns out health care is paid for by the government if you go to the hospitals in the morning. In the afternoon and evening, doctors run their private practices and charge the patients a fee. In one hour and a half we saw two doctors, one of them twice, had an x-ray, had an ultrasound and went to the pharmacy to get three prescriptions all in a one block radius. After all this Benny spent less than 29 American dollars for these services! I was amazed, but it was Benny who was truly shocked when I told him approximately how much money and time these procedures would have taken in America.

Want to learn more about this surprising oasis in Northern Iraq? Just visit www.tourismkurdistan.com or do a search on google.com.

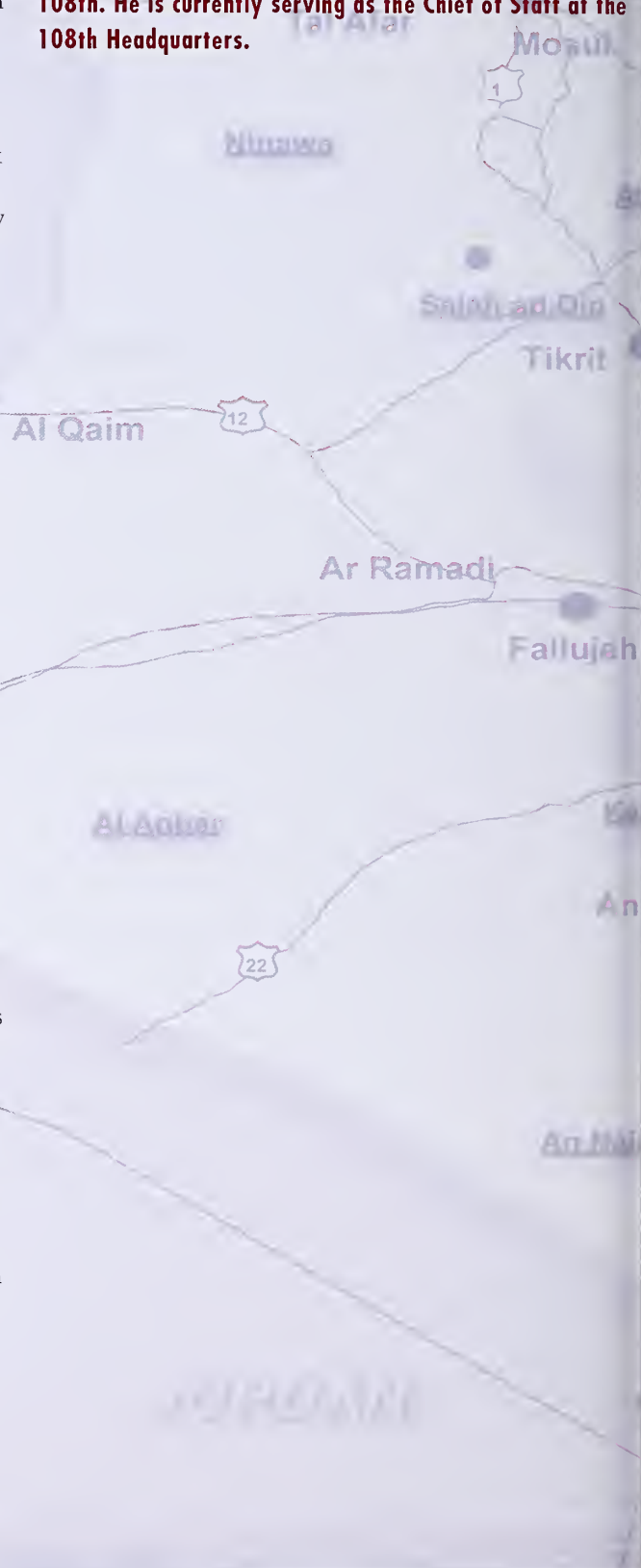
Operation School House Update

First and foremost – thank you to all who have and are helping with our efforts to support the very needy children of Ninewa Province. A special thanks to Mr. Laurin Baum who has done some amazing things in supporting this effort.

Packages are flowing in with school supplies

and we have started donating these gifts to the local schools. Through you we are investing into the future of Iraq. A box of pencils - \$2.99; a set of markers - \$3.50; a back pack - \$12.00; a child's smile: priceless.

Frederick Woener is an O6 and a longtime member of the 108th. He is currently serving as the Chief of Staff at the 108th Headquarters.





95th Division ANA DSS / BCT Mission

In August, 2004 the 95th DIV(IT) was alerted to prepare a detachment of 36 Soldiers to develop and run Basic Combat Training for the Afghan National Army(ANA). The Division had received an earlier alert to send approximately 175 Soldiers to execute Mobile Training Teams for Combat Support and Combat Service Support units in the ANA. The MTTs deployed in January and February of 2005. Upon completion of this portion of the mission, the MTT were tasked to the various Army National guard BCTs which rotated into TF Phoenix and the 95th division ceased to provide this function.

The first mission (ANA I) to set up and run BCT for the ANA mobilized in March 2005. Commander of the first detachment was LTC John Kaminar and the NCOIC was SGM Ronald Coles. Since First Army had no training base allocated to train Soldiers in Drill Sergeant duties for this deployment, the detachment, designated Detachment 8, trained for 2 weeks at the Combat Readiness Center (CRC) in Fort Benning, GA, then returned to Oklahoma City, OK. The 95th Division developed a readiness training course for their post-mobilization training which was certified by TRADOC and began in March, 2005. The Officer in charge of this training was LTC Daryl Garner and the NCOIC was SGM Paul Hill. Following a 40 day training cycle, the

detachment was certified by First Army and deployed on 1 May, 2005.

ANA I arrived in Theater to find that there was essentially no infrastructure set up for this mission. They billeted at Phoenix HQ in Kabul and travelled 15 KM each day to the Kabul Military Training Center (KMTC). They developed and wrote the ANA BCT POI and had it translated into Dari, they secured locations, billeting, and training sites for BCT, and scheduled their first courses. The first class of ANA recruits arrived at KMTC on 11 June, 2005. This was the first opportunity for the ANA Cadre to observe quality Non-commissioned Officers at work as the ANA had, heretofore been an Officer centric military.

ANA I conducted BCT for the ANA throughout the remainder of their deployment, and on 9 December, 2005 began the first ANA Drill Sergeant School. The First ANA class of Drill Sergeants graduated on 5 January, 2006. The first class of ANA Drill Sergeants consisted of 9 new DS and were awarded distinctive headgear designed by ANA I and approved by the Afghan Army. The Honor Graduate of this first class was MSG Mir Wais.

ANA I completed their deployment and returned to Oklahoma City for demobilization on 10 May 2006.



The second mission to Afghanistan, ANA II mobilized on 2 March, 2006 and was Commanded by LTC Kenneth Vaughn. The NCOIC was MSG Curtis Watts. Following a training period at Camp Shelby, MS, they deployed to Theater on 24 April, 2006.

Upon their arrival, they conducted a right seat ride to learn the mission profile and conducted a RIP/TOA with ANA I on 8 May. ANA II continued and expanded on the groundwork laid out by ANA I and in August, 2006 turned the running of BCT completely over to the ANA. Soldiers in the detachment continued to serve with the ANA in the role of Mentors at a reduced level, and the displaced Soldiers planned and started an NCO Leadership Academy to guide and direct ANA NCOs in their duties and responsibilities. ANA II redeployed and demobilized on 14 April, 2007 at Camp Shelby, MS.

ANA III mobilized on 16 January, 2007 and reported to Fort Riley, KS for post mobilization training. The detachment was commanded by LTC Benny Walters and the NCOIC was SGM Robert Carr. The detachment deployed to Theater on 23 March and assumed the mission from ANA II on 5 April, 2007. Shortly after their arrival, the ANA began to conduct BCT at three satellite locations around the country. These locations were Herat, Mazar-e-Sharif, and Gardez. The detachment sent teams of three to four DS mentors to each location. This action marked the first time that the detachment had been split up and

executed missions at different locations. As a result of this, the detachment was augmented in September with several Soldiers from the Training Assistance Group.

As with all of the missions, the Soldiers of ANA III periodically reached out to the Afghani people throughout the country by participating in humanitarian visits. They conducted visits to distribute school supplies, clothing, and to build infrastructure such as schools, public buildings, and other local projects. ANA III redeployed and demobilized at Fort Riley, KS on 12 January, 2008.

ANA IV mobilized on 6 December, 2007 and underwent training at Fort Riley, KS. The detachment was commanded by LTC Andrew Bessemer and the NCOIC was SGM David Scriven. This mission was the first of the 95th Division's post transformation missions and marked the first time that Drill Sergeants and officers were selected from a nationwide pool. Several of the Soldiers on this mission were from the west coast (2nd Brigade) and the Northeast and Atlantic Coast (3rd and 4th Brigades). During this mission, a fourth satellite location for BCT was begun in Kandahar. This detachment, as well as all subsequent detachments mentored BCT Kandaks in five sites throughout the





country. After this addition, the mission has remained static with mentors assigned to BCT, the ANA Drill Sergeant School and to

Leadership.

ANA Training Command ANA IV redeployed and demobilized at Fort Riley, KS on 25 November, 2008.

ANA V mobilized on 17 July, 2008 and trained at Fort Riley, KS. The detachment was commanded by LTC Brad Perrier and the NCOIC was SGM Paul Hill. They deployed to Theater on 28 October, 2008 and assumed the mission from ANA IV on 16 November, 2007. After serving in Theater for 9 Months, they redeployed and demobilized at Fort Riley, KS on 12 July, 2009.

ANA VI mobilized on 13 March, 2009 and conducted post-mobilization training at Fort Riley, KS. The commander of the mission was LTC Daniel Harmuth and the NCOIC was SGM Manuel Borrego. They deployed to Theater on 14 June, 2009 and assumed the mission on 1 July, 2009. The detachment redeployed and demobilized at Fort Riley, KS on 11 Feb, 2010.

ANA VII mobilized on 23 October, 2009 and is commanded by LTC Walter Bryant. The NCOIC is SGM Arturo Granado. ANA VII conducted post-mobilization training at Fort Polk, LA. They deployed to Theater on 15 Jan 2010 and assumed the mission from ANA VI on 29 Jan 2010. They are scheduled to redeploy and demobilize at Fort Polk, LA in October, 2010.

On 24 Feb 10 BG Duff, 95th DIV CG, was contacted by COL Edmonds, CSTC-A CJ3 DIRECTOR requesting 8 PAX (1 - company commander, 1 - 1SG, and 6 - DSs) for 179 days to support the first ever ANA female OCS. Contact lead was developed through our rotational ANA NTM-A Drill Sergeant mission requirement (currently packaging eighth rotation). MG Dave Hogg, Deputy Commander, ANA NTM-A/CSTC-A contacted MG Jim Huggins, Director Ops, Readiness, Mobilization, HQDA G3/5/7 to assist in processing the request expeditiously due to the short notice requirement to support a critical Afghan National Army initiative. ANA identified the need to incorporate females into its officer corps and has decided to start a Female OCS to begin 2 May; a truly unique opportunity "to take a historic step for the ANA" (Hogg, email). Mission is to exploit our highly qualified DS expertise to develop the institution, conduct the first ever female OCS class bringing females into the ANA, transition/mentor ANA DSs during second class, turn over/advise to the Afghans to further develop and continue ops. After significant challenge without CENTCOM involvement, HQDA and NTM-A were able to identify vacancies within a DA approved RFF that we were able to use as a sourcing document for Contingency Operations Active Duty for Operational Support (COADOS) orders. In executing this mission in COADOS status, RC Soldiers remain eligible for involuntary mobilization and therefore remain within their scheduled ARFORGEN cycle and will cause no impact to programmed TRADOC TBE/TRAP missions.



1/3 MiTT



Louis Long

Team Composition: The entire 1st Brigade, 3rd Iraqi Division group photo before departing Phoenix Academy, Toji

Waleed

We assembled at Fort McClellan, Alabama on April 28, 2006. For many of us, this was our first meeting. Due to last minute cross leveling, we were still organizing ourselves at Fort McClellan. On 1 May we flew to Fort Hood, Texas and moved into our barracks at North Fort Hood to begin training. We continued to receive cross leveled Soldiers for a few weeks and once our team was complete we were 60% Reserve Component and 40% Active Component. As training progressed through weapons, vehicles, communications equipment, language and cultural awareness we were still finalizing our battle roster, matching skill sets with requirements.

We left Fort Hood on Father's Day, 18 June 2006, and flew to Kuwait. We continued our training at Camp Beuhring in the June heat. Although our time at Fort Hood helped us acclimate, it was impossible to really prepare for that kind of heat. Our training involved US and foreign weapons, communications equipment,

driver's training and Convoy Live Fire and we received our first detailed training on our Electronic Countermeasure equipment.

We left Camp Beuhring for the Phoenix Academy in Taji, Iraq. After another 10 days of training we finally flew to FOB Sykes and conducted a ground convoy to Al Kisik, our home for the next 11 months. We conducted a thorough RIP/TOA with our predecessors from the 80th Division.



We spent our first 30 days assessing our Iraqi counterparts and then developed a plan for the next 11 months, gaining agreement from our Iraqi counterparts on our shared goals.

We were fortunate enough to transition three of our units to Iraqi Army Lead; our 1st and 2nd Battalions and the Brigade HQ. The transition ceremony was the culmination

of months of preparation. Each team member conducted a thorough assessment of the unit and the Team Leader and Iraqi Commander agreed when the unit was ready. We planned a Validation Operation that tested the Iraqi's ability to control



their battle space. The Validation Operations tested every aspect of the unit, from Platoon through Brigade and all staff sections.

Shortly after 1/3 was validated, Iraqi Ground Forces Command (IGFC) ordered the 1st Battalion to deploy to Baghdad. They were the first battalion sized Iraqi unit from Multi-National Division-North to assist with the Baghdad Security Plan, aka "the surge." After significant planning and coordination with both Iraqi and U.S. planners the battalion moved by ground convoy from Al

maintaining over 30 Combat Outposts within the Brigade's battle space, actively pursuing insurgents with direct action missions and conducting countless Civil-Military missions. We developed bi-weekly security meetings which involved Iraqi Army, Police and civilian leaders (Mayors, Muqtars and tribal sheiks) to discuss the challenges and possible

solutions for the citizens within our battle space.

We also developed a thorough training plan which started at the Brigade level and filtered down to the squad and platoon level. We enlisted

and began developing his own training plans.

During our year we conducted over 200 combat patrols, countless raids, cordon and search missions and civil-military operations. Fortunately we did not lose one American Soldier, we did however, lose 71 Iraqi's. We will always remember our Iraqi friends with fond memories and we look back on our year with tremendous pride. We embraced the challenge of living with and training foreign forces, and we all left with a better understanding of the challenges associated with building another country's military.

Louis Long is an O5 and a longtime member of the 108th. He is currently serving his country on a tour at the Pentagon.



Kisik to Baghdad. After several changes for both the assigned battle space and living areas, the battalion and the MiTT settled in the highly contentious Doura district of Baghdad.

Throughout our tour, we placed heavy emphasis on counterinsurgency operations, focusing on protecting the population. We kept a very aggressive posture,

the help of 1st Platoon, Bravo Company, 1-9 CAV out of Mosul. They were assigned to assist with company level training and to augment our security. Our training focused on marksmanship, driving, Combat Life Saver, communications, building clearing, IED response, Traffic Control Points,

Fixed Site Security as well as Officer Professional Development and NCO Professional Development. By demonstrating that the Brigade could train while it fought, the Commander embraced the challenge



0311 MiTT - Halligan's Hooligans

David Halligan

The 0311 MiTT conducted well over 200 combat patrols, countless raids, cordon and search missions, as well as several civil-military operations. The team and our Iraqi counterparts kept a very aggressive posture. To coincide with the combat operations, the team developed training plans and assisted with the training of our counter-parts.

With the help of 1/B/1-9 CAV and the 3-4 CAV Maintenance section we conducted several classes: maintenance, patrolling, TCPs, IED response, CLS, driver's training, and new equipment training. MSG Molinar enlisted the 311 IA Bn CSM to develop an NCO development program, and assisted with the preparation and execution of those classes. The team did not lose a single American Soldier during the deployment, but unfortunately the same could not be said for our friends in 311 IA. They lost several Soldiers in the operations in Tal Afar, the suicide bombings and rise in IEDs in their sector. A memorial ceremony was held for them prior to our departure and their loss will never be forgotten. It was a challenging deployment filled with moments of high excitement and sheer boredom. Hopefully, our friends in the Iraqi Army learned as much from us as we did from them. The role of the advisor is rarely appreciated or remembered but the experience and the friends made are once in a lifetime.

Team Members:

MAJ David Halligan – Team Chief
 CPT Michael Noonan – S1/HSC Advisor
 MAJ John Morlock – S2 Advisor
 MSG Wilbardo Molinar – S2 NCO / Team NCOIC
 MAJ Luke Jessup – S3 Advisor
 CPT Adrian Outlaw – Effects Officer
 SSG James West – Effects NCO
 MAJ David Green – S4 Advisor
 SFC Frederick Green – S4 NCO
 SFC Tony Brown – S6 NCO
 SSG Jason Alexander – Medic
 SFC Stacey Turner – Medic (served as the team medic until SSG Alexander's arrival)
 Chief Dan Rogers (CMAT) – Medic (CMAT asset providing medical training to the IA)

Time Line.

- a. 28 April 2006: Assembled at Fort McClellan, Alabama for Home Station activities
- b. 1 May 2006: Mobilized at Fort Hood, Texas
- c. 18 June 2006: Departed Fort Hood, Tx for Camp Beuhring, Kuwait
- d. June 2006: Arrived at Camp Taji, Iraq (10 days)
- e. Jul 2006: Arrived at FOB Sykes via C130 and conducted a ground convoy to Fort Tal Afar
- f. 8 – 18 July 2006: RIP/TOA with element from 80th Div
- g. 25-27 July 2006: Participated in Operation Sandstorm II
- h. 20 Aug 2006: Participated in Operation Golden Sword to nab an HVT
- i. 3-8 Sep 2006: Participated in 311 IA



Validation Operations (Operation Sandstorm III)

j. 17-20 Sep 2006: Participated in 2nd Bde 3rd IA Validation Operations (Operation Autumn Storm)

k. 30 September 2006: 311IA Transition of Authority Ceremony

l. October 2006:

1. 9 Oct: SVBIED hits COP (BS 62). 311 IA conducts cordon and search operations to find AIF.

2. 20-25 Oct: Participated in 1st Bde 3rd IA Validation Operations

m. November 2006:

1. In conjunction with 3-4 CAV, 311 IA conducted combat operations within the city of Tal Afar follow a series of AIF attacks on multiple COPs within the city.

2. 311 IA boundaries change and the battalion moves forces out of Tal Afar

n. 27-29 November 2006:

Participated in 31A Validation Operations

o. January 2007: Participated in Operation Minuteman

p. February 2007:

1. AIF took control of the Police Station and city hall in Muhallabiyah. 311 IA conducted operations to restore control of the city to the government of Iraq. The police chief and the mayor were arrested and 311 IA controlled the town until just prior to our departure.

2. SVBIED hit the Ambush House (COP on ASR Santa Fe)

q. March 2007:

1. 311 IA seizes the Tal Afar IP station in Hai Al-Salem quarter. 311 IA locked down the IP in their sector following some sectarian violence incidences.

2. 0311 MiTT and the Bde MiTT provided support to the 2nd Bde MiTT and 3-4 Cav during demonstrations in Tal Afar

3. AIF conducted a 30-minute IDF attack against the 311 IA COP in Muhallabiyah.

r. April 2007:

1. AIF conducted a coordinated attack on two COPs (Ambush House and Muhdlumeem)

2. Participated in Operation April Fools

s. 17 May 2007: 311 boundaries change again and the battalion HQ moves to Al-Kisik. 0311 MiTT secured Fort Tal Afar for an additional two weeks and then moved to Al-Kisik as well.

t. 9 June 2007 RIP/TOA with next team.

David Halligan is an O4 and a longtime member of the 108th. He is currently serving his country overseas.



MiTT 0313 - Team America

Bastards of Baghdad



Jason Swaim

MAJ Swaim, Team Chief
 SFC Traylor, Team Sergeant / S-2 NCOIC
 MAJ Epperson, S-1 / Effects Advisor
 SSG Mattney, Fire Support/ Effects NCOIC / Assistant Team Sergeant
 MAJ Nelson, S-2 Intel Advisor
 CPT Scandrett, S-3 Operations Advisor
 MAJ Corradi, S-4 Logistics Advisor
 CPT Grable, Headquarters Support Company (HSC) Advisor
 SSG Pollard, Transportation Advisor NCOIC
 SSG Menville, Team Medical NCOIC / Medical Platoon Advisor
 SGT Duffner, Team Commo Sergeant / Communications Platoon Advisor
 *SSG Mcandrews, S-2 NCOIC Jun-Aug 2006
 *SSG Whitehead, Commo NCOIC Jun-Aug 2006
 SPC Bailey, Driver/Gunner Augmentee From 2/12 IN, MND-B
 SPC Ruse, Driver/Gunner Augmentee From 2/12 IN, MND-B
 SPC Reed, Driver/Gunner Augmentee From 2/12 IN, MND-B
 *Personnel switched out upon deployment to MND-Baghdad

Our Task Force was one of the last rotations to go through Ft Hood for Advisor Training prior

to the Army centralizing all training at Ft Riley, KS under the 1st Infantry Division. The Team was still not a complete 11 man team upon arrival to North Fort. We continued to slowly receive Active Duty augmentees up until the last few weeks of training. The 3rd Division Task Force was flown into Forward Operating Base (FOB) Sykes, Ninawa Province, Iraq 12 July 2006. From Sykes all Division, Brigade, and Battalion Teams were transported to their respective sectors to make link up and begin the Right Seat/Left Seat Relief In Place/Transition of Authority (RIP/TOA) process for the next 14 days. Team 3-1-3 would be transported to Al Kisik Base to make link up. Transport-



ed by Stryker Combat Vehicles of 172nd Stryker Brigade from Ft Richardson, AK, we finally reached our final destination.

The next fourteen days gave a picture of how



important team work would be across all teams from Division down to Battalion level and within each team. Group dynamics would be a critical focus for the next eleven months. The RIP/TOA consisted of transition of all team equipment, introduction to the 3rd Battalion chain of command, battle field circulation within the battalion's area of responsibility (AOR). The outgoing team was more than happy to turn over responsibility. The team had not disintegrated, but it was evident that some issues had developed between them over the past months, and the group's effectiveness was in a steady decline. The term "it's a marathon, not a race" came to mind as we saw an example of a team mindset that we needed to avoid at all costs.

The 3rd Battalion was the best in the brigade according to the outgoing Team Chief and the next eleven months proved that to be true. The units had already met Multi-National Division - North (the 101st Airborne Division) validation criteria and were deemed "certified" to assume responsibility of their battle space to conduct their own combat operations. The battalion staff consisted of mostly old Iraqi Army Officers who had served under Saddam Hussein. Surprisingly there was a mixture of Arab and Kurdish officers and Soldiers within the unit. The 3rd Iraqi Division was a nationally recruited unit versus a regionally recruited unit which gave it more diversity. This would play a significant factor later in the deployment. Each individual staff section had strengths and weaknesses. We spent the first 30 days evaluating current procedures and outlined where we as a team wanted to focus to move the unit to the next level in fighting a counter-insurgency fight.

3rd Battalion's AOR was within the northern portion of the 1st Brigade's AOR. The terrain was primarily desert with rolling terrain and occasional small mountains populated with small villages. The primary route through the sector was Route 1 which extended from the Syrian border to the city of Mosul and primary infiltration route all the way to Baghdad. The northeastern portion of the sector joined the southwestern borders of the Kurdish territory also known as Kurdistan. Enemy activity within the area was mostly covert movement with insurgency trafficking supplies into Mosul or further south. It was an environment which easily built complacency. Most of the 3rd Battalions missions were interdiction missions setting flash tactical check points on known enemy routes and small village cordon and search missions. The battalion S-2 was extremely effective in establishing a human intelligence network that fed the battalions operational planning. Logistics problems plagued the entire Division and continued to be a point of development when the Team redeployed. The team began making headway with the NCO Corps of the battalion. It was difficult fighting the old Iraqi Army mentality of the officers in charge of everything. Within a couple months we had the first small arms range with individual qualification completely led by NCOs. NCO Professional Development classes were also being taught by the

Command Sergeant Major on a bi-weekly basis.

By August 2006 the insurgency had established a significant base of operations in Baghdad as well as many other major cities in Iraq. Plans had been made to deploy more American forces to Iraq in what is now known as "The Surge". Our ultimate goal was to put an "Iraqi face" on every mission to show the Iraqi people that its own security forces were capable of providing the necessary protection from insurgents. By mid August two different Iraqi battalions, both regionally recruited units, had been ordered to deploy to Baghdad to increase the number of Iraqi Security Forces (ISF) within MND-B and both had failed. Iraqi Ground Forces Command (IGFC) gave orders to the 3rd Iraqi Army Division (IAD) to deploy a battalion to MND-B for the same purpose. Coalition Advisors knew that if IGFC could successfully deploy a unit from one region of the country to another, it would be the first step in the Iraqi Army's national recognition as a mobile force within its own borders thus lending more credibility to Iraq's ability to secure its own people. After much debate by the 3rd IAD Commander, it was determined that 3rd Battalion, 1st Brigade would be the unit to deploy to MND-B.

The team began guiding the battalion into preparations with logistics and equipment to fight with being a priority. The battalion was currently



operating with Russian WAZ light skinned Jeep type vehicles as gun trucks with only four to five HMMWVs and no heavy machine guns. The team sent an advance party recon to link up with IGFC advisors to conduct a site survey on infrastructure for the unit to operate on. The site survey showed that there was no definitive plan for 3-1-3 IA to arrive and immediately begin combat operations. From lessons learned, the previous two Iraqi units had failed because of regional recruiting and poor infrastructure and equipment resources. Once the advance party returned to Al Kisik, IGFC had decided to delay the 3-1-3 IA deployment for 30 days. This was a good move as adequate preparations were not close to being completed within the unit. In addition, our team was only operating with two M114 HMMWVs (its third in the process of being coded out for replacement). The team medic (the final advisor) was finally among the ranks, bringing the team personnel to a complete eleven. It was at this time that two personnel switches within the team were made to improve survivability and force protection while operating in the more hostile Baghdad environment.

3-2 Stryker Brigade Combat Team (SBCT) had moved into the battle space around Mosul in September-October 2006. This was to be the first step in an excellent partnership between this Coalition unit and 3-1-3 IA. IGFC tasked 3-2 to support the

deployment to Baghdad through transportation and air assets. The partnership was solid between the 3-2 ISF Cell and the MiTT. Containers were positioned at Al Kisik for all unit equipment and a line haul plan devised minus a drop point in Baghdad. By the end of August, 3-1-3 was 85% packed and prepared to deploy. It was designated as a Division Quick Reaction Force until orders came to deploy south.

The deployment continued to be pushed back month after month. 3rd Battalion continued to conduct missions within the 3rd Division sector and was a major part of the 1st Brigade Validation Operation. Cordon and search missions became the norm and increased partnership among the Iraqi 1st and 2nd Battalions of 1st Brigade also improved out of necessity. Within this time frame 3-1-3 IA gained a new Commander. This was a welcomed change in command from the MiTT perspective. The previous Commander did not have an offensive mind set. COL Najm was from southern Iraq and welcomed the opportunity to serve closer to his home and have a greater impact for the Nation of Iraq in the fight. In mid November, 3rd Battalion finally got the green light to deploy. 16 December 2006 was set as the date of departure via the Division Motor Transport Regiment (MTR).

Since notification of its deployment 3-1-3 IA began losing Soldiers. Personnel status went from just over 500 to 400 within a couple months. Many of the Kurdish Soldiers did not want to

go to Baghdad because of ethnic reasons; it was not their fight so far south away from Kurdistan. On the morning of 16 December 23 vehicles staged with four



MiTT vehicles as enablers to coordinate Coalition QRF and air cover during the movement. When asked how many personnel 3-1-3 IA had loaded on vehicles prior to departure, COL Najm replied "300 or so, but I'll let you know the exact number when we get to Baghdad." 3-1-3 IA departed on a directed three month rotation as part of the Baghdad Security Plan.

The 3rd Division MTR was a validated unit and had made several movements to Baghdad. The route to Baghdad went east around Mosul just south of Irbil then south to Baghdad through country roads and small towns hand railing just east MSR TAMPA. After a 4 hour layover at a small Iraqi base, 3-1-3 IA arrived on the outskirts of Baghdad. 18 December 2006 the entire convoy rolled by Sadr City at 0200 in 37 degree rainy weather and into the gates of FOB Al Rasheed. Over the course of two days the convoy took no enemy fire or any type of Improvised Explosive Devices (IEDs). After first formation 3-1-3 IA had arrived with 328 Soldiers out of over 500. Most were Arabs with only 6% of the total being of Kurdish decent. It was this diversity and lack of ties to the population in the



area that would make this unit so successful in its future mission during "The Surge."

Al Rasheed was an Iraqi FOB and temporary home of the Iraqi 9th Armor Division. It was known to be infiltrated by covert members of Jayish Al Mahdi or the Mahdi Army of Muqtada al-Sadr. The 9th Division MiTT and two of its battalion teams were co-located on the FOB. The force protection measures were dismal at best and our team settled into the bottom floor of an Iraqi barracks with no lockable doors and just 150 meters from an unguarded tracked vehicle gate entering the FOB. Rocket and mortar attacks became a common occurrence with one 3-1-3 IA truck being destroyed by a rocket 50 meters from the Team Room. 3-1-3 would call Al Rasheed home for the next 25 days.

March through June 2007 saw an increased state of violence in all areas of Baghdad due to the influx of Coalition forces. 3-1-3 IA continued to become more familiar with the populace and comfortable with their AOR. The MiTT was successful in

discouraged, the MiTT was able to acquire parts, fuel, and establish emergency contacts that would prove to be critical in keeping IA Soldiers in the fight in Al Doura. 3-1-3 IA success continued to grow as security around the popular Doura Market increased. Local citizens were very comfortable with the Iraqi Army Soldiers on their streets, but were still scared by threats from insurgent cells operation in the sector. Shop owners were able to open more stores and gradually keep the stores open longer each week. The Doura Market was a focal point of success for Multi-National Corps Iraq Commander General David Petraeus. It was one of many points of success within Baghdad that would ultimately lend credibility to the abilities of Iraqi Security Forces to secure and defend their own people from insurgent threats.

3-1-3 IA was the first successful large scale deployment of Iraqi Security Forces in the history of the new Iraqi Army. Their ability to deploy and conduct sustained operations was a starting point for all units in the Iraqi Army and led to additional

IA units deploying to MND-B as a part of The Surge of 2007. 328 Soldiers deployed with that number growing to almost 450 by June. The Kurdish Soldiers that made the deployment served the required three months. The battalion was directed by IGFC to extend for another three months which came

to eventually be over one year. More Arab Soldiers volunteered to come to 3-1-3 from across the 3rd Division. Some came out of patriotic duty, more came to serve and also be closer to their homes in central and southern Iraq.

At the close of May the replacement MiTT arrived

and we began the 14 day RIP/TOA process. The battlefield circulation patrols were conducted during a final clearing mission with 2-12 IN and 3-2 SBCT. The RIP plan was definitely conducted far better than what we encountered coming into the job. By 10 June 2007 MiTT 0313 was prepared to depart FOB Prosperity for the final time to link back up with the 3rd Division Task Force at Camp Victory then fly to Kuwait for redeployment.

In the following year after our redeployment violence continued to dwindle in the Al Doura sector controlled by 3-1-3 IA. General Petraeus made several additional visits to the Doura Market, make use of it as a sign of progress for the Iraqi Security Forces and the Iraqi people. In a community that was mourning 60-70 deaths a month due to sectarian violence a year prior, a multi-denominational church was re-established with a call by the Muslim citizens for the Christians to move back into their neighborhood north of the Market. June 2007 marked the beginning of the decline of insurgent reign in the Al Doura community. 3-1-3 Iraqi Army was a significant part of the stabilization of this area from January 2007 through mid 2008. As a Transition Team, it was a great honor to be a part of the professional development and historic actions of this Iraqi unit. Team 0313 suffered no combat casualties by the grace of God and on 19 June 2007 arrived back on native soil to Fort Hood, TX.

Jason Swaim is an O5 and a longtime member of the 108th. He is currently an member of the 104th Division.



getting the battalion companies into three COPs and a Battalion Tactical Headquarters established in sector. This cut down on the amount of driving the IA had to conduct just to get into sector. Fuel and repair parts for vehicles continued to be a problem as the Iraqi supply system was still evolving. Although reliance on Coalition supply was highly



3-2-3 MiTT - Viper



Randy Sullivan

May 2006 - June 2007

2nd Bde, 3rd IAD Military Transition Team (MiTT) was organized at Ft. Hood TX on 1 May 2006 and demobilized at that same location in June 2007. The team consisted of a 10 man Brigade Team and three 11 man battalion teams. (See Roster). After completing our training, we shipped to Kuwait in June and spend 10 additional days training at Camp Buehring. This training concentrated on Convoy Operations & Convoy Live Fire. In late June we moved to Phoenix Academy, Camp Taji, Iraq. At Phoenix Academy we received communication, pay agent and CREW training. In July the teams were flew to Forward Operating Base (FOB) Sykes located 10 kilometers SW of Tal Afar (pronounced /ta.la.fer/), Iraq. Initially, we were first attached to 2/37 AR, and in August we were reassigned to 3/2 SBCT and in December we concluded by being assigned to the 4/1 Cav.

Tal Afar is a city and district in northwestern Iraq in Ninawa Province, approximately 50 kilometers west of Mosul. While no official census data exists, it is estimated that 80,000 - 100,000 people lived

there in mid 2006. Nearly all of whom are Iraqi Turkmen. Earlier the city which had been assessed to have

a population of approximately 200,000 but had dropped steadily due to violence in the surrounding area (s). The population is primarily Sunni Muslims with a small Shia presence. While most residents speak Arabic, a Turkish dialect is regularly used throughout the city.

The Brigade and Battalion MiTT teams were embedded with the respected units of the 2nd Iraq Bde. 1/2/3 MiTT, Team Chief LTC Rodney Berry (Blue Devil), occupied COP Gary Owens located in the South West sector of the city. They moved with the IA Battalion to COP Apache in November 2006. 2/2/3 MiTT, Team Chief MAJ Timothy Chapman (Troublemaker), occupied COP Destroyer located in the South East sector. 3/2/3 MiTT, Team Chief MAJ Joel Bryant (Hammer), occupied COP Apache located in the North sector. The Third Battalion moved to COP Alcatraz in October 2006 and to Fort Tal Afar in May 2007. The Bde MiTT, Team Chief LTC William Sullivan (Viper), occupied the Tal Afar Castle located in the center of the city and home to the 2nd IA Bde HQ, the Main Police Station and the Tal Afar Mayor's office.

The Bde Commander was BG Quais who was an effective leader and outstanding IA Officer. Using his 23 plus years of experience and knowledge in dealing with military and civil matters he did an excellent job. He understood and knew how to make himself and his staff productive. He constantly mentored his staff to develop and work more effective working relationship with them. He spoke and communicated effectively in English as well. He led the 2nd Bde to unqualified success in Tal Afar. We found the Leaders and Soldiers



of the 2nd Brigade 3rd Iraqi Army Division to be dedicated Soldiers and enthusiastic about the opportunities of the New Iraqi Army.

During our tenure, the 2nd Bde MiTT participated in three major validation operations. The 1/2/3 assumed control of their battle space in August 2006, the Bde conducted their validation operation in Sept 2006 and assumed their battle space in Oct 2006. The 3rd Division validation operation "Operation Eagle Talon" was conducted in November 2006 and the Division Transfer of Authority (TOA) ceremony was conducted at Al Kisik on 4 December 2006.

In addition to mentoring and coaching the 2nd Bde leadership, the team participated in over 50 combat operations, conducted over 150 combat patrols, organized 8 food distribution operations, 3 school supply operations, and acted as the liaison for all matters between the 2nd Bde, 3rd IAD and coalition forces in that area of operation. As an embedded team we were constantly engaging with our Iraqi counterparts, attending security meetings with the Mayor and coordinating good working relationships between the Iraqi Army and the Iraqi Police. Our mission was highly successful overall.

LTC William Sullivan OIC

S3/XO Randy Kilmartin LTC

LTC John Phillips S-2

MAJ David Massey S-4

S-1/FSO Robin Macbride CPT

MSG Mark Council NCOIC/EFFECTS

MSG Andrew Frazier S-4 NCOIC

SFC Kenneth Buckler S-2 NCOIC

SFC James Robinson COMMO NCOIC

SFC Troy Thorne MEDIC

MAJ Rodney Berry OIC

MAJ Tony Littles HHC ADVISOR

MAJ Thomas Baker S-2

MAJ Robert Hedden S-4

SFC Douglas Stone S-4 NCOIC

CPT Michael Simpson S-3

1LT Edward Smith S-1/FSO

SFC Luis Bermudez COMMO

SFC William McLendon FIRES AND EFFECTS

MSG Michael Keltner S-2 NCOIC

SGT Daniel Rich MEDIC

MAJ Timothy Chapman OIC

MAJ Bradley Lewis S-3

CPT David Semidey FSO

LTC Patterson Moses HHC ADVISOR

CPT Gregory Andres S-4

1LT Chris Stone S-2

MSG Johnny Sharp COMMO

SFC Issac Garcia FSNCO

SSG Gregory Hamlett S-2 NCOIC

MSG Robert Albino S-1

SSG David Walker MEDIC

SSG Mario Lundy S-4 NCOIC

MAJ Joel Bryant OIC

CPT Christian Drew S-3

CPT Richard Austin S-4

1LT Brandon Folkert S-1/FSO

1LT Christopher Bettinger S-2

1LT Mike Difabio HHC ADVISOR

SFC David King NCOIC

SFC Angel Crespolaguer S-4 NCOIC

SSG Thomas Bratton FSNCOIC

SSG Mike Gutierrez S-2 NCOIC

SSG Edward Warwick MEDIC

Randy Sullivan was an O5 and a longtime member of the 108th. He is currently retired after many years of exemplary service to his country.



1-2-3 MiTT - Team Blue Devil



Rodney Berry

Blue Devil Team MiTT

The assigned mission of the Blue Devil MiTT, but not limited to the following:

Organize, equip, train and mentor a Iraqi Army (IA) Infantry Battalion in the effective employment of COIN operations; Develop a functioning Headquarters Support Company (HSC) to support the full range of COIN operations; and coordinate Coalition effects (EOD, MEDEVAC, CAS, Attack Aviation, Fires, QRF, etc) in order to develop capable and credible Iraqi Army.

The team conducted operations and training preparations under the following METL:

- Alert, Marshal, Deploy, and Re-Deploy
- Provide Coalition Effects
- Advise, Train, and Conduct COIN Operations
- Advise, Train, and Develop Functional IA Bn HSC To Support COIN Operations

The Iraqi Infantry Battalion that the MiTT was assigned to trained for and conducted operations based on the following METL:

During the course of the tour the 123 Bn MiTT conducted a wide range of offensive and defensive operations in support of our assigned Iraqi Bn. The initial analysis of the unit determined that the bulk of our focus needed to be spent on the improvement of the Bn HSC operations as the main effort. Command Supply Discipline procedures, S2 and

S3 Operations synchronization and targeting, and Coin operations emphasizing the clear, hold and build framework were the focus for priority training events. The 123 MiTT immediately went into 24/7 mentoring operations with the assigned 1st Bn IA unit, basing initially out of Company out-post (COP) Gary Owen in the Southwestern sector of the city of Tal Afar. The IA Bn was led by LTC Abdul Haffed. He was an ex Saddam regime Armor Officer from Bagdad that had strong command of his forces and the respect of his senior leaders and peers. LTC Abdul Haffed was a large reason for the growth and progress made in improving the readiness of the Bn during our tour. The Bn conducted 33 Cordon and Searches with the unit which led to the capture of several high value targets HVTs Identified for the MND-N sector. During the cordon and searches the unit also interdicted several weapons caches, located AIF safe houses, and revealed insurgent sympathizers.

On 15 January 2009, the MiTT team along with the 123 IA Bn uncovered the largest cache found during our tour. The cache was composed of hundreds of pounds of explosives, 155 rounds, Mortars, RPG propellant motors and launchers, and automatic weapons and ammunition.

The 123 IA Bn and the Blue Devil MiTT conducted numerous Training programs supported by members of the 1st PLT, B Troop, 9th Cav Regt, 1st Cav Div. The Training consisted of



mentoring the Iraqi staff to organize and resource training and set the conditions for effective field operations in HSC support functions. Recon, Personal Security detachment, vehicles maintenance, combat lifesaver, and building search and clearing TTPs training prepared the unit to gain control of their battle space in late February 2007.

The 1-2-3 IA Bn was tested by the explosion of one of the largest Vehicle Borne Improvised Explosive Devices (VBIED) seen during our tour. Hundreds of civilians were killed in the blast. The explosion was felt on FOB Sykes at least 6 miles away and sent the base into an immediate alert reaction mode. The 1-2-3 MITT acted as first responders during the crisis saving countless Iraqi lives. This was a previously learned Combat Lifesaving Skills. MAJ Tony Littles, CPT Mike Simpson, CPT Ed Smith, MAJ Thomas Baker, SFC William McClendon, and SSG Daniel Rich were awarded Army Commendation Medals for their actions. Also, the MITT team was influential in assisting the battlespace commander in conducting critical consequence management operations that save the city from igniting certain tensions.

The 1-2-3 MITT were awarded Combat Action and CIBs as appropriate to MOSs for an engagement in Mosul, Iraq on 29 July 2006. The unit came under fire and reacted to contact in an effective manner while convoying to Camp Merez to complete vehicle armorment and BFT upgrades.

In my opinion, the MITT teams were close small group organizations that shaped the battle for the coalition forces during all phases of the OIF campaigns. We had to be resourceful, creative, spontaneous, and dynamic Soldiers to accomplish the mission. Routinely, we built and maintained our living quarters, adapted security TTPs and bridged the gap between the COIN and conventional methods of winning the war in Iraq. We always had the help of our Iraqi counterparts as our anchor. This team built two reinforced Combat Out Posts (COP) during our tour. The first was COP Gary Owen and the second, COP Apache withstood the massive VBIED from entering its fortifications. The security upgrades and training conducted with the 1-2-3 IA successfully repelled the attacks and gain confidence in their abilities as a unit in the new Iraqi Army.

Due to this Unit and its nature, and the rotation cycle of the attached higher headquarters, it obtained several official combat patches. The list provided is the official end of tour awarded patches for the 1-2-3 MITT:

IAG Iraqi Assistance Group

1st Cavalry Division

1st Armor Division

25th Infantry Division

101st Airborne Division

2nd Infantry Division

Rodney Berry is an O5 and a longtime member of the 108th. He is currently serving in Headquarters as a member of G3.



3-2-2 MiTT - Team Troublemaka



Timothy Chapman

Team Composition: MAJ Timothy Chapman, Team OIC; MAJ Bradley Lewis, the Maneuver Operations Advisor/Team XO; LTC Poterson Moses, HSC Adviser; MAJ Alberta Feliciano, Fire Support Officer; CPT Gregory Andres, Team S-4; CPT David Semidey-Cruz Assistant Maneuver Operations Officer, 1LT Chris Stone, S-2/Intelligence Officer; MSG Jahnnny Sharp, Communications Advisor; MSG Robert Albina Team Adjutant/S-1, SFC Isaac Garcia, Team NCOIC/Fire Support NCO; SSG Morio Lundy, Logistics NCO Advisor; SSG David Walker, Team Medic; SSG Gregory Hamlet, Intelligence NCO Advisor.

3rd Division/2nd Brigade/ 2nd Battalion Military Transition Team

As the team assembly in Fort Hood, Texas from all facets of the Army; Soldiers from Active Duty, the Army National Guard AGR Program and of course the Army Reserve the unit took shape and performed a 50 day train-up at Fort Hood, TX, the North Fort Hood training site. The Team was authorized (11) personnel however, initially it was missing an Intelligence NCO for most of the train-up period. Short before the Team departed Fort Hood our Intelligence NCO was identified and reported for training. The original (10) members deployed for Kuwait one day after training was concluded Father's Day June 17th 2006. Upon arrival in Kuwait the Team was quickly immersed in additional training required prior to moving forward into Iraq, HEAT Training, Mounted Combat Patrol Live-Fire, Foreign Weapons Familiarization, During this extensive training one of our team's original (10) member's was injured, actually re-injuring a once repaired ankle that was held together with screws, wire and bolts. Assessing the Soldier's ability and considering the mission the Team leadership and the Camp Buering Medical team saw it fit to retain this Soldier for more extensive testing and rehabilitation which would be done back in Texas. So, after a Ten Day train-up period the team now down to (9) personnel crossed the border into Iraq ; stopping in Taji. Slated for yet more training at

the COIN Academy where the Team took receipt of personal locator devices, Blood Chit Documents and an overall look at exactly what equipment and mission related task that the Team would fall-in on at the assigned duty station a combat outpost t in northern Iraq. Eleven days later the Team headed for Ballad (FOB ANACONDA) where the Team awaited transport to the north. Two chaulks going forward on flights the newly identified Troublemaka Team was on the first hop. The flight was quiet



everyone on the Team Troublemaka was up nearly all night anticipating the new mission, the new surroundings and this new culture that we were yet to have experienced first-hand. The plane lands,





the Teams all rush off the transport vehicle eager to stretch their legs and view the first morning of what was to be the first the next year of embracing "THE SUCK".

No sooner than the Team could unload all of its' personnel and equipment from the plane, the plane immediately taxis down the runway and off to pick-up chalk two. All the Team members gather around a sign on the runway that read "Welcome to FOB Sykes". FOB Sykes was a former airfield of the Iraq Army which sat roughly 7 miles from our Combat Out-Post (COP) Destroyer in the city of Tal Afar of the Ninewa Province in Northern Iraq. Tal Afar was a unique city having nearly a 100,000 residence some displaced by sectarian violence in other locations. The city was shared by both Sunni and Shia factions that lived mostly in peace and harmony. The Mayor, the police, the Army and a few Sheiks seem to keep their constituents at peace generally. Of course there was infiltration into the city by violent insurgents but compared to most cities in Iraq this was a model for all others for a while.

Well, meeting the Team on the airfield was the outgoing Team which had served on COP Destroyer with the Iraqi Army's 2nd Battalion of the 2nd Brigade 3rd Division. This soon departing Team that our Team would replace was a little different in make- up and structure. The leader of the Team was a Captain, whom had done a pretty good job as we understood. A month before our Team arrived, a Lieutenant Colonel joined this departing Team but the work was nearly complete for the outgoing Team and so the Captain was virtually the Team Chief, especially during the Relief -In-Place (RIP) and the Transition of Authority (TOA). After one day on FOB Sykes, key personnel would slowly transition up to COP Destroyer conducting

which is a Mounted Combat Patrol (MCP) as passengers but everyone had sectors to observe as the outgoing took us on a route that was more of a presence patrol and passed by city landmarks, the outgoing Team Chief called off over the radio points of interest that us the new Team would need to conduct operations in the area. The city had an overwhelming presence of Army personnel the 2nd Brigade headquarters was located in Tal Afar as well as two other Iraqi Army Battalions 1st and 3rd . The MCP arrives at COP Destroyer the New Teams home for the next year, two city blocks confiscated during the 3rd ACR's push to rid the city of insurgents two years prior. We immediately met the Iraqi Battalion Commander smart, funny and very crafty. Several other officers made this Iraqi unit work and function with the bare essentials. The Iraqi Army today retained a few great warriors "Old Army" Officers and NCO's filled the ranks today as Field Grade Officers. The unit overall was a good fighting element. However,



resources were scarce and the logistics system was broken. Our job along with assisting the Iraqi Army with conduct COIN operations was to advise, mentor,



monitor and report the follow of resources down to the lowest level and utilized appropriately.

Our Team known as Troublemakers, led by Major Timothy Chapman, Team OIC; MAJ Bradley Lewis, the

administered an IV, our convoy traveling up to Mosul was hit by small arms ambush fire within 400 meters into the city of Mosul. The next week while on a mission searching for insurgents a grenade was thrown at coalition forces, the Team was

faith because the Team only had personnel to run only 2 gun trucks, the Coalition assistance came from the Battalion's additional two WAS/Land Rover ISF escort to and from the COP to FOB Sykes after re-set measures. After 16-20 hour brown-outs, the Team provided

electrical power to five areas on COP Destroyer with a 100k generator. Power was sent to the Headquarters CP, Aid Station, S-2 Cell and COP DFAC. After a skirmish with gunfire and fist fights the Team inject themselves between the predominately lead Sunni Iraqi Army and the predominately Shia lead Iraqi Police.



Maneuver Operations Advisor/Team XO; LTC Paterson Moses, HSC Adviser; MAJ Alberto Feliciano, Fire Support Officer; CPT Gregory Andres, Team S-4; CPT David Semidey-Cruz Assistant Maneuver Operations Officer, 1LT Chris Stone, S-2/Intelligence Officer; MSG Johnny Sharp, Communications Advisor; MSG Robert Albino Team Adjutant/S-1, SFC Isaac Garcia, Team NCOIC/Fire Support NCO; SSG Mario Lundy, Logistics NCO Advisor; SSG David Walker, Team Medic; SSG Gregory Hamlet, Intelligence NCO Advisor.

The first week on COP Destroyer we found signs of detainee abuse; 60 MM mortars hit just outside the COP, a detainee collapsed due to dehydration MAJ Feliciano

apart of that cordon and search mission. During Ramadan, a suicide bomber attack an Iraqi Company headquarters killing several Jundi and injuring several others SSG Walker rendered medical aid to the injured. LTC Moses and CPT Andres held classes and observation of Iraqis conducting PMCS on vehicles never performed prior to Team's arrival. COP Destroyer continued to improve security perimeter and the Coalition House with a FOB within a FOB effect. TIF funding assisted with purchases of computers, heaters, printers, copy paper, removable memory storage devices, batteries, etc. The Iraq Forces received assistance with basic needs prioritized by Battalion Commander. The Team issued fuel to the Battalion, understood as a gesture of good

The Team lowered tempers and bought both factions together to talk and solved issues after a vehicle was not search when an alert that a suicide car bomb was in the area of operations. The assisted the Iraqi Army with providing school supplies and basic need items to more than three hundred families contribution which came from family, friends and our partners of AnySoldier.com. Other support and assistance was the wheel chair distributions and the sugar, flour and grain issues to Mosque throughout the 2nd Battalion area of operation. The Team rendered security in the aftermath of a ten-thousand pound suicide truck bomb that killed 150 Tal Afar citizens and injured four hundred.



Our Team's assigned SECFOR assisted with the training of the Battalion Scouts with tactics techniques and procedures. The Team rendered first-aid to injured civilians needing medical assistance from non-combat related wounds while the Team conducted COIN missions throughout the area of Operation. The Team counseled the Battalion Command and Staff on the second and third order affects from abuse of detainees, the Battalion lead the Division in detainee abuse upon the Team's arrival and by the Team's exit from the Iraq abuse if any was unnoticed. The Team conducted classes with the Battalion Army leadership on hygiene and personal health and welfare. The team assisted in the management of vehicular and dismounted patrols in the area of operations.

Overall the Team was successful and returned to the Continental United States with 100% of personnel and no losses equipment. However, a couple of Soldiers did not complete the combat tour the entire time their departure from the theatre of operation was not because of combat related

set-up for continued success in the COIN fight and as well as the posturing of the Iraqi Army and the legitimacy of the Iraqi government.

The Troublemaka Team could not have been successful if it were not from the love and



support that it received from the families, friends and unit personnel left behind. Thanks Much for all the comforting words of encouragement in letters and care packages that were sent to the Team. A special thanks to from every member of the deployed Troublemaker Team to AnySoldier.com Troublemaker Team that kept the Team fed and motivated with really nice packages that simple made life in a strange culture somewhat comfortable. There are twenty-five individuals and families that continue to stay in contact with the Team showing their support for what Soldiers do.

MISSION COMPLETE!

Timothy Chapman is a board selected O5 and a longtime member of the 108th. He is currently mobilized, serving at Ft. Bragg, NC.

The Team conducted over fifteen joint COIN missions outside of unit's assigned area. The Team assisted with coalition affects such as aviation security and surveillance, EOD notification and security, and fire support.

injuries. Both personnel that were removed because of degradation of injuries received prior to being selected for this combat tour. The Team transitioned in June 2007 with an all Active Duty element



3-2-3 MiTT - Team Hammer



Joel Bryant

Team Composition: MAJ Joel Bryant, Team Chief, CPT Christian Drew, Maneuver Trainer, MAJ Allan Austin, Logistics Trainer, CPT a Bettinger, Intelligence Trainer, CPT Brandon Falkert, Fires Trainer, CPT Michael DiFabio, HSC Trainer, SFC David B. King, Team NCOIC/Camma Trainer, SSG Kenneth Gutierrez, Intelligence NCO, SFC Angel Crespalaguer, Logistics NCO, SFC Thomas Bratton, Fires NCO, SSG Edward Warwick, Medical Trainer

Background Information

3-2-3 Team Members:

- LTC Joel Bryant, Team Chief
- MAJ Christian Drew, Maneuver Trainer
- MAJ Allan Austin, Logistics Trainer
- CPT a Bettinger, Intelligence Trainer
- CPT Brandon Folkert, Fires Trainer
- CPT Michael DiFabio, HSC Trainer
- SFC David B. King, Team NCOIC/Commo Trainer
- SSG Kenneth Gutierrez, Intelligence NCO
- SFC Angel Crespalaguer, Logistics NCO
- SFC Thomas Bratton, Fires NCO
- SSG Edward Warwick, Medical Trainer

Note: All ranks are current ranks, not necessarily the rank while in theater

Location:

The initial location for the team was at COP Wolf in the northern part of our sector in Tal Afar, Iraq. The principle neighborhood was al-qadisiyah.

Later in the mobilization, the team moved to COP Alcatraz due to security concerns, command and control, and IA quality of living.

The team completed it's mobilization at Fort Tal Afar. Each of the moves involved a move of

the 3-2-3 IA BN HQ element. The FOB for 3-2-3, Team Hammer, was FOB Sykes.

An Operational Overview:

Initial focus was lethal, kinetic operations in an asymmetric environment. Upon completion of this phase, the team and IA counterparts transitioned to Civil-Military Operations (CMO). Additionally, in NOV, 2006, the 3-2-3 IA BN CDR was killed by an SVBIED, so we also transitioned a new BN CDR. This was a significant transition, and took a considerable amount of time, which dictated somewhat of a change in priorities. Shaping the battlefield through direct impact on the various spheres of influence allowed the team to make significant strides in perhaps the most volatile area in 3rd IA sector.

Some initiatives accomplished. IP/IA integration, resulting in a joint targeting process and improved relationship between the IA and IP. MEDCAP— This was a culminating event, which established a clinic in al-qadisiyah. This event included Team Hammer, ODA, local Iraqi physicians, IA, IP, CF medical personnel, and local Tal Afar leaders. Approximately 800 civilians attended this event, which really solidified the leadership of the IA and IP. Numerous visits to schools handing out supplies, with a strict focus on “putting an Iraqi face” on the missions. Ultimately, since the local populace had requested a soccer field be built, we facilitated this through use of CF funds, and IA



as well as local residents providing the majority of the labor. When the team left theater, 3 games had been safely completed between the IA and civilian population. This significantly strengthened the IA BN CDR intent of building the population's faith in the ISF. Numerous joint patrols with IA lead. Active PSYOPS campaign, including putting wanted posters on doors during the night, with the intent of showing the effectiveness of the IA operating at night, and gaining information on AIF. BN Scout/Recon training conducted ICW 1-9 CAV scouts. CLS Train the Trainer with IA and IP. This was a 4 - phased operation. Upon completion of the last T3 phase, the IA medics completed their own CLS course, certifying 25 IA and IP medics. It was amazing to watch the IA and IP partner up and have the trust to start IV's on each other. Delivery of wheelchairs throughout sector to facilitate resettlement. Local leadership identified and prioritized civilians to receive the wheelchairs. Team Hammer requested and delivered the wheelchairs, while the IA put them together, and delivered in their own vehicles, keeping with the them of "putting an IA face" on operations.

Endstate:

IA was recognized as one of the strongest battalions in the area, despite of the challenges it faced. SIGACTS in sector decreased from an average of 25 per month to 0 in May, 2007, just prior to team departure. Local leaders were empowered to reduce sectarian strife, as confidence in the IA grew. IA/IP integration in our sector exemplified the necessity of this symbiotic relationship.

Joel Bryant is an O5 and a longtime member of the 108th. He is currently a member of the 98th Division and was recently selected for Battalion Command.



3-3 MiTT - The Irish



David Cozzie

Team Composition: LTC David Cozzie (Team Chief), MSG Lorry Ellis (Team NCOIC, G-4 NCO), MAJ Glenn Courtney (XO/G-3 Advisor), MAJ Victor Sundquist (G-2 Advisor), MAJ Voris McBurnette (HSC/Asst G-3 Advisor), CPT Jesse Godoy (FSO/G-1 Advisor), CPT William Moylon (G-4 Advisor), SFC Jose Ponce-deLeon (G-2 NCO, G-1 NCO Advisor), SFC Alon Davis (FSNCO/G-3 NCO Advisor), SFC Martin Isoors (G-6 Advisor), SFC Tylen Blucher (Medic)

Welcome to Sinjar

The Irish MiTTs arrived in Sinjar, Iraq on 11 July 2006 to support the 3rd Brigade, 3rd Division Iraqi Army (3/3 IA). The 3/3 IA occupied the northwestern sector of Nineveh, Iraq, essentially responsible from the Tigris River in the north to Euphrates River in the south. The Brigade was comprised of Brigade Headquarters located in Sinjar, a rural town nestled at the base of Sinjar mountain; some G-4 and Headquarters Support Company elements located at Al Kisik, the base of the 3rd Division Headquarters; the 1st Battalion located in Rabiah, the port of entry into Syria, the 2nd Battalion located in Bi'aj, a small town about 20 kilometers south of Sinjar; and 3rd Battalion, located in Sinjar as well.

Upon our arrival we witnessed two historic events that redefined the role of the Iraqi Army in our sector. On July 13th, the 2nd Battalion conducted their Transfer of Authority (TOA) ceremony and on July 18th, the 3rd Brigade Headquarters conducted their TOA ceremony. These ceremonies signified that the units had successfully completed their validation exercises and were recognized as capable of conducting security operations in their area of operations with limited support from Coalition Forces. The 3rd Brigade was the complete Brigade within the Division to assume control of their battlespace. For us, this also meant a refinement of our mission.

Now, with the TOA, the Iraqis understood that they were in charge of security in the battlespace and our mission as MiTTs was to support their mission execution, but also try to maximize their use of their own resources while limiting their dependence on Coalition forces and firepower.

Battle Planning

The focus of our first few months in country was split among three major tasks: gaining an understanding of the battlespace, including the key sheiks and political figures; getting to know our Iraqi counterparts and their approach to planning and decision-making; and supporting Brigade missions, as well as other Brigade and Division validation exercises in support of their TOAs.

During our first two months in country after the TOA, the Brigade maintained a relatively constant battle rhythm. Every 2-3 weeks, the Brigade would execute Brigade-wide missions in which each Battalion would conduct a cordon and search mission in one or more towns identified by the Iraqi Brigade commander for 2-3 consecutive days. These missions helped demonstrate that the Iraqi Army was in control, but were not necessarily effective in capturing insurgents or illegal arms. Some of the towns searched during this period included Bi'aj, Seegar, Margab al-Tier, Tal Banat, and Khan as Sur.

Although we saw the professionalism with which the Iraqi Army conducted these missions, we also sensed that the Brigade and Battalion staffs



were not fully synchronized in their planning. As a result of our evaluation of the staff, we undertook a Military Decision-making Process (MDMP) training exercise with the staff. We conducted a refresher course for the Iraqis and then spent time working with each of the staff sections as they developed their courses of action. When we reached the point at which the staff sections briefed the Commander on the courses of action, we realized the key difference in the U.S. and Iraqi mentality for battle planning. Unlike the U.S. MDMP process in which the staff is tasked with developing courses of action, in the 3rd Brigade, the Commander is ultimate developer and decider on the course of action. In addition, he felt that he should wait until the latest possible time to alert the battalions for their planning. The Iraqi Commander believed that the more personnel involved in planning and decision-making and the longer the plan was being developed, the greater risk for the mission to be compromised. With the better understanding of the Iraqi Brigade Commander's approach to battle-planning, the Irish MiTT worked at getting a general concept of the Commander's plan early in the planning process to share with the downtrace

units so the Battalions would have greater opportunity to plan, rehearse, and resource their battle plans.

After completing this training exercise, our first four months in country culminated in the 3rd Iraqi Division validation exercise, Eagle's Talon, a three-day cordon and search conducted in various towns in our battle-space. Among the nine villages searched by the 3rd Brigade were Bi'aj, Margab al-Tier, and Bulayi. This exercise tested the Division's ability to command and control its three battalions and upon the successful completion of this exercise, in early December, the 3rd Division took command and control of the 3rd Brigade, further reducing the direct relationship between the Coalition forces and the Iraqi Army.

Unexpected Change

In late December, 2006 the Brigade suffered a tragic incident. COL Nasr, the 3rd Battalion Commander was killed by members of his own staff while in his office.

As a result of



this, the Iraqi Brigade Commander decided to move the 3rd Battalion from Sinjar to Rabiah and move the 1st Battalion from Rabiah to Sinjar. As a result of this movement, we needed to shift the 1st and 3rd Battalion MiTTs as well. The transition occurred quickly; the Iraqi Battalions were given a warning order on a Sunday and completed the move by the following Sunday.

As a result of this change, the Iraqi battalions and their respective MiTTs spent most of January and the early part of February learning their new battle space and introducing themselves to the key civilian leaders in their battle space. In an effort to achieve this, the battalions executed numerous presence patrols and regular movements throughout their area of operations. Their efforts resulted in the ability of the Brigade to quickly resume its high operational tempo.

Developing a Cooperative Army and Police Force

Security in the 3rd Brigade area was divided among three groups, the Iraqi Army, the Iraqi Border Police, and local police. During the first few months of our time in country, the Coalition maneuver company located in Sinjar worked with these groups to try and develop a cohesive targeting strategy for the battlespace, but these efforts



were often derailed because of the distrust among the various Iraqi security groups. However,

the forces to share all of their mission plans with each other, but provided opportunities to



these efforts did begin to initiate dialogues among the various security elements and provided an opportunity for the security forces to raise issues. In late 2006, the Coalition Command in northern Iraq decided to move the maneuver element out of Sinjar and the 3rd Brigade MiTT took the lead in coordinating the efforts among the various Iraqi security elements.

Whereas the Coalition Forces tended to focus on getting lists of targets from the various security elements, the Irish MiTTs approached the effort with a new perspective. We understood that the security elements would not cooperate until they trusted and respected each other. Initially, we rotated the weekly Security Council meetings among the Iraqi Army headquarters, the Border Police Headquarters, and the local police headquarters to eliminate the sense that any one of the groups was more important. We also changed the meetings from "targeting" meetings to joint operation planning missions. We focused on identifying 1-2 joint presence patrols or similar missions to demonstrate to the local populace that the security forces were working together. This eliminated the need for

build trust and cooperation. In a short time, the various security elements recognized that the Iraqi Army was the most proficient and rather than Coalition Forces pushing the Iraqi Army to the forefront, the other security forces decided

the Iraqi Army needed to provide the leadership in the Security Council.

The first couple of months were characterized by slow, steady progress. Initially some units would not show up for the meetings or would fail to show up for planned missions. Then the meetings often ended up in other security forces asking for fuel and other resources because their resources paled in comparison to the Iraqi Army's resources. However, the Brigade and Battalion MiTTs and the Border Police Transition Teams (BTTs) located in our sector continued to push the Iraqi security forces to continue to plan and execute missions. By early in the spring of 2007, the Iraqi Army were actively planning and conducting joint missions with the local police and border police. By late spring, the meetings transitioned from dependence on the MiTTs to push forward discussions on missions to open discussions among the security forces. Our efforts culminated in the Iraqi Army not only leading all aspects of the final meeting before our departure, but also developing the agenda for the meeting and ensuring all of the security forces participated in the meeting.

They had truly taken charge of the security in their area of operations.

Finishing Strong

Our final two months in country were marked by an increase in missions throughout the battle space. During this time, the 3rd Brigade Iraqi Army led 3 several multi-day cordon and search missions in our battle space. Three of these missions included the 3rd Brigade spearheading missions that incorporated assets from the Division Headquarters as well as battalion or larger elements from the 1st and 2nd Brigades within the 3rd Division. These missions included Southern Strike I and II, which included cordon and searches of Bulaygi, Tal Banat, and other small villages in the Brigade's southeastern sector. The Irish MiTT final mission with the 3rd Brigade focused on trying to capture an Imam that sporadically visited a mosque in Margab al-Tier to preach against the elected Iraqi government and promote jihad against Coalition Forces. The exercise include simultaneous approaches from the north and south to surround the town using 1st and 3rd battalions, a platoon of Iraqi Soldiers on helicopters for vehicle interdiction platoon, and overwatch support from Coalition Forces. The Iraqi's showed flexibility in the planning as they first were going to cordon the town early in the morning, but after discussing the keys for success, they realized the optimum time to strike would be during the midday prayers, to potentially seal the imam within the town. The target did not come to Margab al-Tier that day, but the Iraqi's demonstrated their ability to synchronize their efforts and command and control multiple units to execute missions.

Making a Difference

In addition to the numerous combat missions and combat



patrols in which the Irish MiTT participated, the Irish MiTT sought to make a difference in the lives of the local Iraqi population. The Brigade and Battalion MiTTs participated in several humanitarian aid missions including the blanket and clothing distributions, food distributions and school supply distributions. In executing these missions, we worked with the Iraqi Army in the selection of the sites, as well as involved them in the initial contact and planning of the distributions. We felt this was important to convey to the local population that the new military and government was concerned for the citizens.

In early December of 2006, heavy rains resulted in flooding in the northern portion of our area of

northern Iraq changed. Instead of direct attacks on the population to intimidate them and turn them against the elected government, the insurgents tried to isolate the western part of Nineveh province by preventing the flow of food and resources from Mosul through intimidating truck drivers in Mosul, hijacking trucks, and damaging

roads and bridges. In order to support the Iraqi government, the Brigade and Battalion MiTTs worked closely with the local

Civil Affairs Teams and the Iraqi Army to coordinate and execute distribution of food staples, such as rice, sugar, and tea. Through these efforts, the Brigade and Battalions supported the distribution of over \$200,000

worth of staples to the local citizens.

Another goodwill activity the 3rd Brigade MiTTs undertook was the donation of supplies to schools in the area of operations. During the year, the 3rd Brigade teams provided over 200 boxes of school supplies to various schools in the brigade area of operations. As part of one of these distributions, the 3rd Brigade MiTT participated in a school opening in the town of Ruz, located near Sinjar.

As an expansion of the school supply distribution and a desire to help school-aged children in

Iraq and the U.S. gain a better appreciation of their respective cultures, the 3rd Brigade Irish MiTT worked



with Ligon Middle School in Raleigh, NC to adopt an elementary school in al-Hamid, Iraq. Students from Ligon Middle School donated school supplies and athletic equipment for the elementary school and then wrote letters describing life as a student in the United States. The students from Iraq then responded with thank you letters and descriptions of their experiences as students in Iraq. This experience brought a more personal understanding of life in a war-torn country to the students of Ligon Middle School.

David Cozzie is an O5 and a longtime member of the 108th. He is currently assigned to the 108th Headquarters in Charlotte.



operations. These floods, which washed out small bridges on primary roads and limited access by many of the secondary dirt roads, coupled with shortages in heating fuels, many of the citizens were without food and heat. This 1st Battalion MiTT worked closely with the Civil Affairs team in Rabiah and their Iraqi counterparts to conduct food and blanket distributions in the northern sector to help the citizens survive until the flood waters receded.

In the spring of 2007, the terrorist tactics to isolate



0332 MiTT - Hoplite

Andrew Myers

The Soldiers of MiTT 0332 took call sign “Hoplite” from the citizen-Soldiers of Ancient Greece, who faced their opponents in phalanxes. Over two thousand years later, these Americans earned the name through similar steadfastness and courage.

The 2006-2007 rotation of Military Transition Team 0332 consisted of ten Soldiers drawn from the Army Reserve, Regular Army, and Active Guard/Reserve. Only two came from the 108th. Not counting Soldiers who did not deploy, who were transferred to other teams before deployment, or who left the theater early, the “Hoplites” consisted of the following men:

LTC Andrew H. Myers	Team Chief
MAJ James J. Murray	XO/Headquarters Service Company Advisor
CPT Sherlock G. McDougald	S1 Personnel Advisor/Interpreter Supervisor
CPT Duc D. Nguyen	S2 Intelligence Advisor
SFC Michael A. Gutierrez	S2 Intelligence Advisor
CPT Chad A. Propst	S3 Advisor/Fire Support Officer
SFC Deantree Neal	S3 Advisor/Fire Support NCO
CPT Erik D. Mattes	S4 Logistics/Transportation Advisor
SSG Thomas Koyanagi	Communications Advisor/Communications NCO
SSG Lonnie E. Jenkins, Jr.	Medical Advisor/Team Medic

They were the third team of Americans to have this mission. (The very first consisted of Australians, who were followed by Reservists from the U.S. 98th and 80th Institutional Training Divisions.) Unlike their predecessors, the majority of which were drill sergeants, the MiTT for 2006-2007 had a broader array of specialties more suited to advising a battalion. They were part of the last group of MiTTs to train at Fort Hood, Texas. The final two members of the team joined the rest in August.

They advised the 2nd Battalion, 3rd Brigade, 3rd Division of the Iraqi Army. This battalion was located at Combat Outpost (COP) Nissur in western Nineveh Province near Ba’aj (also spelled Biai). The town was filthy and poor even by the standards of Iraq. The inhabitants averaged

four hours of electricity per day. Wells drilled with the assistance of Coalition Forces were too salty or alkaline for people to drink, so water was brought on tanker trucks. Cattle roamed the streets, adding their waste to the puddles of raw



human sewage that drained from the rows of houses. If any bright spot could be found in this misery, the threat of typhoid had the positive effect of motivating the Iraqi Soldiers of the 2nd Battalion to engage in staff planning so that they could try to obtain vaccines.

The location of Ba'aj on the edge of the Mesopotamian desert and its proximity to Syria made the town an ideal waypoint for smugglers, who crossed the border with fuel, cigarettes, and sheep, not to mention weapons, explosives, and foreign fighters en route to other parts of Iraq. The 101st Airborne Division briefly occupied the district after the initial 2003 invasion but had left. During late 2004, lawless elements looted the bank, destroyed the police station, and forced the mayor to flee. The 3rd Armored Cavalry Regiment retook Ba'aj the following June and established a joint presence at COP Nissur with an American troop and the then-fledgling 2nd Iraqi Battalion.

The outpost lay near the ethnic fault line

news media did not pay much attention to this region until multiple suicide truck bombs killed more than three hundred Yezidis in the villages of Qahtaniya and Jazeera during August 2007 and until capture of the Sinjar Papers during September 2007 revealed Coalition Forces had greatly underestimated the number of Al Qaeda operatives infiltrating from Syria.

Although both of the latter events occurred two months after the team departed, they culminated a bloody period that began during early May 2006 when a mortar attack killed two Iraqi company commanders the day after the last American maneuver unit departed COP Nissur. The 2nd Battalion

formally assumed responsibility for its sector in July 2006 at the same time this MiTT took the baton from its predecessors.

Iraqi Soldiers increasingly came under fire while patrolling the countryside, manning

that were buried in the shoulders, placed on the pavement, hidden under animal carcasses, and left



in abandoned vehicles. A spate of small-arms ambushes took place during the fall. In November, a suicide car bomber killed three Iraqi Soldiers. The year 2006 ended with the fatal wounding of an Iraqi Soldier in the neck by a sniper.

The year 2007 began with the shelling of COP Nissur with fifteen 120 millimeter mortar rounds. February witnessed the detonation of a suicide vest bomber at the new Iraqi Army compound being built across the street. The attacks grew more sophisticated during the spring. They involved greater coordination and heavier weapons such as rocket-propelled grenades and a 14.5 millimeter anti-aircraft gun. During the tour of this rotation of MiTT 0332, at least nine Iraqi Soldiers, seven policemen, and eight civilians who worked in support of the new government were killed. Many more were wounded.

The deputy commanding general of Multi-National Division North and the commander of the brigade combat team to which the MiTT was attached both deemed COP Nissur insufficiently secure for Americans to live there. A later incident proved their caution to



that

checkpoints, conducting convoys, and living under austere conditions in tattered tents that had no overhead protection. Mortars impacted at COP Nissur and at nearby guard-posts on a regular basis. Roadside hazards for convoys included explosives

divided the predominantly Sunni Arab population of Ba'aj from the Kurdish-speaking Yezidis, a religious minority whose territory began ten to fifteen miles to the north and extended over nearby Sinjar Mountain. The





quintupled to more than a hundred miles after the move to FOB Sykes. Wear and tear on vehicles and personnel increased accordingly. Having to fire warning shots at threatening vehicles raised stress levels as did occasional sand storms and fog. Extra fuel was necessary to conduct any significant movements beyond the trip to Ba'aj and back.

In addition, deep wadis and the weight of additional armor limited available routes to a single road, which became progressively more dangerous as assets were

have been warranted. In November 2008, a master sergeant from the fifth transition team of Americans and a visiting U.S. Marine captain were murdered in Ba'aj by an Iraqi Soldier from within the 2nd Battalion.

Members of the 2006-2007 MiTT spent their first seven months at COP Nimur near Sinjar, which they shared with other transition teams, a Special Forces detachment, a Civil Affairs team, a U.S. cavalry troop, a laundry platoon, a maintenance platoon, two encampments of civilian contractors, an Iraqi Army battalion, and an Iraqi Army brigade headquarters. Americans there lived in tents and the concrete ruins of a Saddam-era military training base. They ate Unitized Group Rations (UGRs), Meals Ready-to-Eat (MREs), and food they received in care packages. Transition team members had the additional options of courting dysentery at the Iraqi dining facility or preparing food drawn from the Class I facility at Tal Afar. Everyone at COP Nimur shivered during the winter months as temperatures dropped into the twenties

and as snow stuck to the ground on at least two occasions.

In January 2007, the American maneuver commander withdrew the transition teams to Forward Operating Base (FOB) Sykes near Tal Afar.

The main problem was the commute and the team's distance from its counterparts. While at Sinjar, the MiTT had made a twenty-mile round trip to Ba'aj several times a week in their three HMMWVs. This distance

taken from western Nineveh and sent elsewhere. Insurgents along the route blew up two bridges, burned a U.S. wrecker, wounded at least two American Soldiers, and killed or injured numerous Iraqi Soldiers, policemen, and civilians. After January, when the police training team for Ba'aj was assigned elsewhere and the closest U.S. maneuver unit shifted its patrols eastward, the members of MiTT 0332 were the only Americans to travel routinely to and work in this



town. They regularly cleared the route and collected intelligence for the maneuver squadron.

MiTT 0332 encountered improvised explosive devices and came under direct and indirect fire on a few occasions, but all of its Soldiers came home alive and intact. They

commanders and the desertion of hundreds of Soldiers. They helped them grapple with severe administrative and logistical problems compounded by systemic corruption.

Using Coalition funds, the MiTT

and they developed innovative ways of handling roadside bombs without the need for external assistance.

They had gone from huddling in COP Nissur while insurgents mortared them to exercising control over significant portions of their battle space. According to an Iraqi interpreter who worked with the subsequent MiTT before immigrating to America and enlisting with the U.S. Army, the Iraqi 2nd Battalion was the first military unit to render aid to Qahtaniya and Jazeera after the bombings even though another Iraqi battalion technically had responsibility for those villages. In fact, the interpreter said that the 2nd Battalion Quick Reaction Force (QRF) was out the gate and en route before the last of the bombs detonated.

How much credit MiTT 0332 deserves for this transformation is anyone's guess. The Iraqi Soldiers of the 2nd Battalion were unusual in that they were literally left to fend for themselves. Survival necessitated that they become more proficient and work together. Nevertheless, the Iraqi battalion commander did thank the members of the MiTT for being the only Americans to visit Ba'aj regularly. He expressed his hope that they would accompany the battalion whenever it went outside the wire.

Andrew Meyers was an O5 and a longtime member of the 108th. He is currently retired after many years of exemplary service to his country.



enjoyed the assistance of their sister MiTTs and other Coalition Forces, especially a section from the 1-9 Cavalry that conducted convoys with them for several months during the late winter and early spring.

The convoys, however long, were commutes to the MiTT's primary job—shepherding the Iraqi 2nd Battalion. Members of the team guided their counterparts through the process of planning missions to the greatest extent that security would allow. They accompanied them on at least fifteen battalion-level or higher cordon and searches as well as numerous smaller operations. They called for or coordinated air support on multiple occasions. They worked to maintain stability despite the relief of two Iraqi battalion

oversaw the making of improvements to the detention facility that made it more safe and humane, the pouring of a concrete slab that kept mechanics out of the mud, the purchase of a metal detector to find hidden caches, and the hiring of a crane that positioned overhead cover from mortars next to the tents of Iraqi privates.

By the end of this MiTT's tour in June 2007, the 2nd Battalion had become capable not only of maneuvering as part of larger brigade, but of conducting independent operations driven by internally collected intelligence. The staff improved its ability to replace personnel, disburse pay, repair vehicles, plan training, generate electricity, communicate by radio, and process detainees. Iraqi Soldiers reacted to enemy contact with greater confidence,



3-3-3 MiTT - Team Chubby



Edward Kanir

Team Composition: MAJ Edword Kanir (Team Chief), LTC Vincent Moore(XO, HSC Advisor), MAJ Alan Reuman (S-4, Advisor), CPT Richard Cartright (S-3, Advisor), CPT Richard Moore (FSO, S-1), CPT Ramon Gonzalez (S-2 Advisor), SFC Jose Esquivel (Team NCOIC, S-6 Advisor), SFC Kevin King (FSNCO, Assistant S-3 Advisor), SFC Maria Pinete (Medic), SFC Kenneth Shaw (Assistant S-4, Advisor)

Team Members:

MAJ Edward Kanir (Team Chief)
 LTC Vincent Moore(XO, HSC Advisor)
 MAJ Alan Reuman (S-4, Advisor)
 CPT Richard Cartright (S-3, Advisor)
 CPT Richard Moore (FSO, S-1)
 CPT Ramon Gonzalez (S-2 Advisor)
 SFC Jose Esquivel (Team NCOIC, S-6 Advisor)
 SFC Kevin King (FSNCO, Assistant S-3 Advisor)
 SFC Mario Pinete (Medic)
 SFC Kenneth Shaw (Assistant S-4, Advisor)

Team Name and Call Sign:

Chubby

January - December 2006

Team Chubby landed in Talafar, Iraq, and quickly moved to its first operational location: FOB Nimr, in the vicinity of Sinjar, Iraq. Sinjar is a village approximately 52 kilometers west of Talafar. The team arrived at FOB Nimr on the outskirts of Sinjar on 11 July 2006 and was assigned to partner with the 3rd Battalion, 3rd Brigade, 3rd Division Iraqi Army (3-3-3IA). This battalion was one of the first battalions in Iraq to receive its own battle space. The commander of the 3-3-3 IA was LTC Nazarullah. LTC Nazarullah's battalion not only had the duties of securing its own battle space, but it also was given the role of maintaining security on FOB Nimr for the 3-3 Brigade and Coalition Forces.

The 3-3-3 IA also handled most of the logistical issues related to the running of the IA FOB. This included fuel, food, security, and maintenance of vehicles. The 3-3 IA brigade commander had great faith and trust in LTC Nazarullah and it showed in the duties that LTC Nazarullah and his men were assigned regarding the 3-3 IA FOB.

As mentioned above, the 3-3-3 IA had already received its battle space by the time Team Chubby arrived. On 18 July 2006, the Brigade received its battle space in a ceremony conducted at FOB Nimr. This event was significant not only for the 3-3IA, but also for the residents of the surrounding area. Many of the sheiks from villages near the FOB attended the event, as did the mayor of Sinjar. These leaders would work with the 3-3-3IA to solve issues in the area of operations. They also controlled what happened when the Coalition Forces were not present. Several of these leaders were later killed for being seen as working too closely with Coalition Forces.

The major tribe in the area was the Shamara tribe, and their leader's compound was located near Rabiha. His brother was based in the Bi'aj area and was not a supporter of the Coalition Forces. Bi'aj is located 22 kilometers South of FOB Nimr, where the highway ended. For this reason, Bi'aj would be an area of focus for both the 3-3-2 IA and Coalition Forces. The 3-3-3 MiTT would conduct two brigade-sized events here, while the Coalition



also conducted its own multi-day event in this area.

For the first 45 days, the Chubbies conducted missions and assessed their 3-3-3 IA counterparts on base operations, logistics, and missions by touring the battle space as well as executing multiple cordon and searches of area villages. Since the 3-3-3 IA had been granted its own battle space by proving that they were a capable force, my team identified tasks needed to further improve the 3-3-3IA and wean them from the Coalition supply network.

Major missions in the AO occurred about every two or three weeks and lasted for multiple days. These missions were planned and executed by the Iraqi Army with only minimal Coalition guidance. The towns searched most often were the non-Kurdish towns such as Bi'aj, Qabr Hajar, Khan a Sur, Tall Banat, Bulayj. Other smaller villages including Al Kabirah, Bi'aj, Al Kabirah, and two villages South of Um Al Du Baan were searched several times during this period due to the IA identifying them as hot spots of insurgent activity.

The Iraqi Army proved to be very capable of executing these missions on relatively short notice. The IA usually received fewer than eight hours notice to plan the missions. It was common for the Coalition Forces to be aware of a mission schedule and several of the targets prior to our IA counterparts. The 3rd Division had not had its Transfer of Authority yet, and Coalition Forces were still directing the 3rd Division missions. Missions traveled faster down the Coalition chain of command than they did the Iraqi Army chain of command since the coalition forces utilized troop-leading procedures and the Iraqis preferred mission secrecy until the last possible moment. The

lack of time given to lower-level commanders often meant that the missions were not as well planned as they could have been. However, missions that were given were always a Cordon and Search and the units were effective at this task.

During this period, the 3-3-3 MiTT performed more of an over-watch and liaison role. Should the IA get into trouble on a mission, the MiTT would call for additional resources while augmenting the IA. It should be noted that the 3-3-3 IA did not wait on the Coalition and took charge of its operations more than any other unit. It was not uncommon for the unit to race out of the gate and be gone half of a day on a mission to the far ends of its battle space without support from the Coalition. This is exactly what the unit was supposed to be doing, and LTC Nazerullah was the driving force behind it. He worked extremely well with local tribal leaders who trusted him and gave him leads on insurgent activities. The 3-3-3 IA area of operations incidents showed a significant decline as the IA continued to take charge. Because people trusted LTC Nazerullah, the 3-3IA began to work closer with the Iraqi Police to the point that joint missions were planned.

In October, the 3rd Brigade IA FOB was selected for renovation and improvements. Within a short time the contractors moved onto the FOB and established their own secure site. Several of the barracks buildings were quickly renovated, painted, and footings for several new buildings were laid. This process continued well into the spring. The IA was very glad to see these improvements in their facilities. By December, the renovation of the troop barracks was completed and the renovation of the Battalion HQ had begun. The 3-3-3 IA continued to improve tactically and was getting the

facilities to validate its hard work as a battalion.

In November, the MiTT focused on Battalion operations and navigation. The IA could read maps, but they had not combined their GPS devices with maps. It was not uncommon to give the IA the eight digit grid to a suspected improvised explosive device (IED) only to have them look on the map, find the two known reference points on either side of the IED, like a waddi or road intersection, and call the two points into their tactical operations center for dissemination. This resulted in the IA searching a much larger area than they needed in order to find an IED. The 3-3-3 MiTT conducted GPS training for all Battalion staff and company commanders. The test of the training would come in two future missions: Um Al DaBaan, and a night mission to a village about 20 kilometers to the east. While the IA found the target on both missions, in one case they stopped and picked up local civilians and asked them to guide them to the target rather than trusting their GPS devices.

On 5 December 2006, the 3-3-3 MiTT was on hand at AKMTB as the 3rd Division IA conducted its Transfer of Authority Ceremony. The 3rd Division IA was now fully in control of their battle space and had been weaned from the U.S. supply chain. Later in December, the 3-3-3IA received orders to move to Rabiah where the 3-3-2 IA was currently located. This change was made after 3-3-2 IA Commander LTC Nasr was killed by members of his own staff. The 3-3-3 IA was given three weeks to move their entire battalion, personnel, and equipment to Rabiah and take over operations. LTC Nazerullah, along with the 3-3-3 MiTT, quickly visited the 3-3-2 IA site in Rabiah in order to ensure an orderly transition. Both the MiTT and the IA Bn



had to move all of their personnel and associated gear to Rabiah.

January-July 2007

The Rabiah FOB sat at the border with Syria and was a heavily traveled crossing point for vehicles and personnel entering or leaving Iraq. The site consisted of a main FOB near a granary, and several outposts around the city at key intersections. Many of the facilities were in very poor physical condition and most were not secure. There was little or no protection for the troops manning the posts in the town of Rabiah. The 3rd Battalion IA also was the largest and strongest battalion in the 3rd Brigade so they had more men to house than the Rabiah site could handle, forcing them to house personnel at the checkpoints. The lack of facilities, time, and material caused the IA to return to old habits and ask for materials from the Coalition.

The 3-3-3 MiTT had weaned the IA from all Coalition supplies on FOB Nimr over the last several months. The request for materials was denied, forcing the IA to obtain the necessary material themselves. They did this by scouring FOB NIMR for needed material and transporting it to Rabiah. They also contacted the S-4 at Al Kisik Military Training Base (AKMTB) where the 3rd Division IA was headquartered. The 3-3-3 MiTT assisted with contacts and ideas, but the heavy lifting was accomplished by the Iraqi Army. While contacting a higher command for assistance seems normal for Coalition Forces, the Iraqis were often reluctant to ask for items that they needed and that were available to them through the supply chain. Within a few weeks, earthen berms and wire obstacles had been created or significantly improved around all of the facilities that the 3-3-3 had inherited. This process would continue over the next several months, occupying a large portion of the battalion's time and efforts.

The move to Rabiah caused the battalion to man more static checkpoints due to the fact that Rabiah was on the Syrian border and a major crossing point for material, people, and vehicles. The 3-3-3 MiTT had to adjust its plans for the battalion based on the static defense that the battalion now occupied. Even though LTC Nazerullah continued to perform operations in the area that were intelligence-based, the missions were smaller and involved less than a company most of the time. His intelligence came from Coalition sources as well as from detainees

picked up through smuggling deterrence operations. The smuggling interdictions allowed the IA to create strong ties with the Iraqi Border Patrol (IBP) and the local Iraqi Police. Weekly meetings were held on the FOB at Rabiah in the Joint Communications Center. These meetings were productive in sharing



knowledge and establishing the governance of the region.

The 3-3-3 MiTT team worked tirelessly to advise and guide the IA on tactics, communications, logistics, personnel and counter-insurgency operations. January 2007 was spent training key leaders in how to conduct counter insurgency operations. The MiTT and the IA spent time promoting governance of the region through Civil Military Operations. The MiTT and the IA conducted multiple missions to provide supplies and resources to local schools. The Iraqi Army enjoyed the governance missions as the students were very excited to see the Soldiers and receive the supplies. The January counter-insurgency training was followed up with visits to local sheiks including Sheik Abdullah Humedi Ajeel h lead these events in both content and structure. The 3-3-3 MiTT sent only the team chief and an interpreter to assess the message and the response from the attendees.

A portion of March was devoted to getting the IA to assess the battalion on METL tasks. The resulting analysis caused the IA chain of command to request additional training in squad tactics and room clearing procedures. The MiTT responded with a weeklong school that taught MOUT to the IA. The training at FOB Sykes, Talafar, involved classroom training, hands-on training, rifle ranges, and the shoot house at AKMTB. The 27



graduates were expected to return to their units and begin to train their Soldiers in MOUT. It was not uncommon in the evenings to see the IA practicing stacks in their training area on the FOB in Rabiah.



In early April 2007, an HSC and S-4 Conference was held at AKMTB to teach the Iraqis how to get supplies from Bagdad. It was attended by multiple generals from the Ministry of Defense (MOD). Having seen and heard how the military supply system worked for Coalition Soldiers, the IA challenged the MOD representatives to improve the resourcing of units in the field. Within a few weeks of the meeting, our IA counterparts received Dushka .50 caliber machine guns and the ammunition to go with the weapon system.

May was devoted to preparing to transfer authority to the new MiTT that was inbound from Tadji. The MiTT had to account for its equipment, update or replace old equipment, perform maintenance on

the vehicles, and continue performing missions with the IA. Several more governance missions were executed with the main mission being the village of Tall Sumayyir. This village was not openly hostile to the IA, but they were less than welcoming. This village was targeted by the IA for several missions to stop smuggling. The IA updated its self-assessment of its METL tasks which was passed to the incoming MiTT. The incoming MiTT received a warm welcome in early June when a dump truck VBIED with an estimated 4000 lbs of HME was delivered 500 meters from the FOB. The VBIED was stopped only by a lone Iraqi Policeman (IP) who caused the truck to prematurely detonate killing the IP instantly.

This brief history of the unit can not cover all tasks and accomplishments which the 3-3-3 MiTT and the 3-3-3 IA performed. It is meant to be an overview of the main accomplishments of nine Soldiers sent to train an indigenous army of 800+ Soldiers. The men of the 3-3-3 MiTT performed their job in an outstanding manner in an austere remote, wartime location. They all returned home safely in July 2007 to a grateful nation.

Edward Kanir



MiTT 0140 - Team Panther



Tom Cathey

Team Composition: COL Tom Cathey, Team Chief (Asheville, NC), LTC Skip Seawell, Staff/Maneuver Advisor (Buford, GA), LTC Paul Adamonis, Intel Advisor (Omaha, NE), MAJ William Wood, Logistics Advisor (Hobe Sound, FL), CPT Dan Morris, Fires and Effects Advisor (Wixom, MI), MSG Jack Crossman, Intel NCOIC / 1SG (Woodstock, IL), MSG Ervin Fantroy, Medic (Pascagoula, MS), MSG Robert Balcazar, Logistics NCOIC (Madera, CA), SFC Barry Kent, Cammo Chief (Malino, FL), SSG Gerald Gailles, Fires and Effects NCO (Ft. Palk, LA)

List any awards received by member(s):

- COL Tom Cathey – BSM-V, BSM, CIB
- LTC Skip Seawell – BSM, ARCOM-V, CIB
- LTC Paul Adamonis – BSM
- MAJ William Wood – BSM, Purple Heart, ARCOM-V, CAB
- CPT Dan Morris – BSM, ARCOM-V, CAB
- MSG Jack Crossman – BSM, ARCOM-V, CAB
- MSG Ervin Fantroy – BSM, CMB
- MSG Robert Balcazar – BSM, CAB
- SFC Barry Kent – BSM, CIB
- SSG Gerald Gailles - BSM

Combat patch(es) earned by Soldier(s) you are including in this article:

- MNC-I
- 1st Infantry Division
- 1st Marine Expeditionary Force (FWD)
- 1st Cavalry Division
- 2nd Infantry Division
- 82nd Airborne Division

MISSION: Team Panther served as combat advisors to the 4th Brigade, 1st Iraqi Army (4/1 IA) Division, Iraqi Intervention Force (IIF). We advised, coached, mentored, trained, and fought side-by-side with our Iraqi counterparts

while conducting counter-insurgency operations to reduce sectarian violence and transition our Iraqi Army Brigade to a self-reliant force under Iraqi control. Counter-insurgency operations required us to conduct both kinetic and non-kinetic operations as we worked shoulder-to-shoulder with our Iraqi counterparts. From June 2006 through December 2006 we secured a battlespace in the Al Anbar Province that included the towns of Nassar Wa'Salaam and Karmah, and lived on the Iraqi FOB Camp India. In January 2007 the brigade was ordered to Baghdad as part of Operation Fardh al-Qanoon (Arabic meaning operation imposing law) or more commonly referred to in the states as the Baghdad Security Plan. Under this plan, Baghdad was divided into nine separate brigade size battle spaces and 4th Brigade was assigned to the Rusafa District which bordered the west bank of the Tigris River in the area southwest Sadr City that included the peninsula. Team Panther continued to work with 4/1 IA and conducted counter-insurgency operations in the Rusafa District until our Relief in Place / Transfer of Authority (RIP/TOA) in June 2007.

Team Panther was mobilized on 28 April, 2006. Team Panther convoyed to Camp India and began RIP/TOA with elements from the 80th Division (IT).



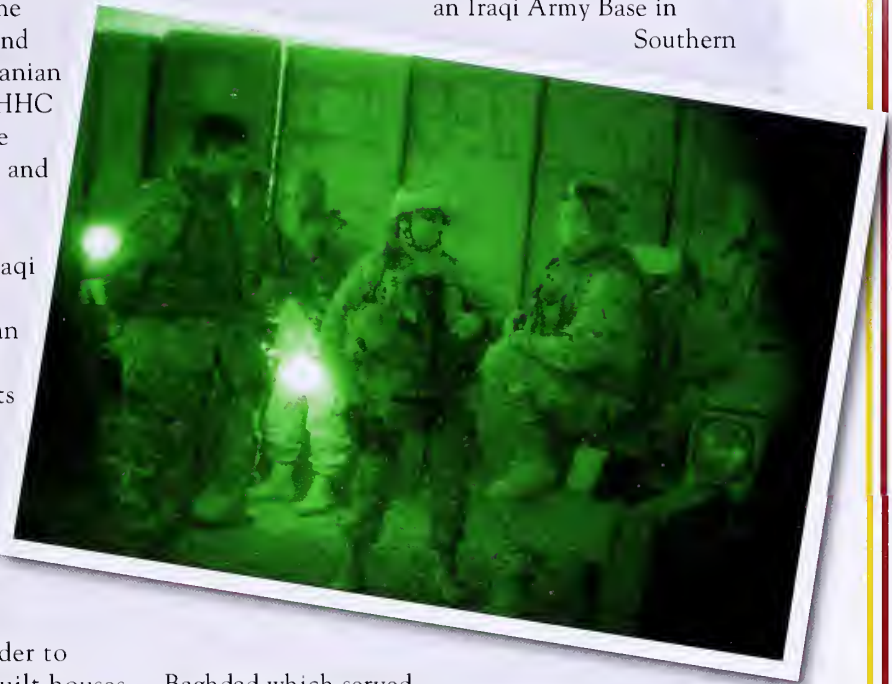
AL ANBAR PROVINCE: Our first duty station was the Iraqi Army Base at Camp India which was located about 20 miles West of Baghdad. The base was built by the British in the 1920's and was later used by Sadaam's Army to train Iranian dissidents. Camp India housed the 4/1 IA, HHC and two of its battalions. Additionally there were about 50 American military personnel and contractors stationed there including three MiTT teams from the 4th Brigade.

Team Panther chose to live with our Iraqi counterparts on their Iraqi FOB's. This required us to be separated from American forces by many miles and depend on the Iraqi Army for security as well as comforts such as electricity and running water. Our accommodations at Camp India were the best of our tour as we lived 3-4 Soldiers per house and enjoyed the luxury of having a full bathroom and small kitchen. 1 MEF provided supplemental power generators that we used during frequent power outages in order to remain combat effective. These British built houses were made of thick concrete and provided excellent protection from indirect fire.

Our battlespace included the cities of Nassar Wa'Salem and Karmah. Both cities had populations of approximately 50,000 residents each, and the remainder of the area was very rural desert with agriculture as the main industry. Crops were irrigated by water that ran through historic hand dug canals from the Euphrates River. This battlespace was steeped in traditional Arabic culture and the Sunni residents followed the Sheik leadership. Our Iraqi counterparts quickly introduced us to the Sheik system as they knew that understanding it was an important key to our success there. We frequently were invited to meet with the Sheiks as we worked to gain their acceptance of our counterinsurgency strategies.

BAGHDAD: In January 2007, 4/1 IA and two of its battalions were ordered to Baghdad. The brigade was chosen for the Surge because of its unit readiness posture and because the brigade had

established a legacy of taking the fight to the enemy. Team Panther and 4/1 IA moved to Al Rasheed, an Iraqi Army Base in Southern



Baghdad which served as temporary housing for about a month until facilities located inside our battlespace could be cleared at FOB Shield. The Iraqi Army facilities at FOB Shield were located adjacent to the American FOB and for the first time in our tour we were housed inside American security. Because facilities were limited at FOB Shield, we were assigned a warehouse building for housing. We built plywood walls for individual privacy and although the accommodations were very basic we felt that it was important for operational reasons to remain located close to our Iraqi counterparts.

4/1 IA battlespace in the Rusafa District adjoined the west bank of the Tigris River in Baghdad. The area was known for ethnic diversity and was an area where prominent community leaders and professionals resided. We worked side by side with our Iraqi Brigade and developed a plan to begin clearing each Muhalla of enemy personnel, weapons, and caches. 4/1 IA was task organized under Operation Fardh al-Qanoon with three battalions: 2-4/1 IA, 2-2/6 IA, and 3-8/2 National Police (NP).

Baghdad presented a new political experience and our Iraqi counterparts again educated us on how this political process worked. Instead of Sheiks being the community leaders, the political system was established more like a Western city with a city council and mayor of which we frequently met with as again began working to win the hearts and minds of residents and root out both Sunni and Shia insurgencies that were operating in the area.



BATTLE OF AL FADHIL

One of the defining events of our tour was Operation Doolittle on 10 April, 2007. Operation Doolittle was a planned brigade size cordon and search operation of Muhalla 131 in the Al Fadhil area of Baghdad. The area was predominately Sunni with a history of sectarian

immediate extraction because they were in imminent danger of being over run. With few options available, Team Panther moved to extract one of the Iraqi squads at approximately 0900 hr. After two significant engagements we located the trapped Iraqi Soldiers and loaded them into our vehicles while under direct enemy fire.



On the final leg of the extraction we discovered that another squad of Iraqis were also pinned down and would require assistance as well. Team Panther used our Up-Armored HMMWVs (UAH) to

Pennsylvania with automatic weapon fire and hand grenades. At approximately 1000 hr the first extraction was complete and ten Iraqi Soldiers were reunited with their battalion. The vehicles however sustained significant damage from the fighting and one vehicle was non-mission capable which precluded Team Panther from extracting the second squad. COL Gaiss, the Iraqi Brigade Executive Officer, was so inspired by our commitment to his Soldiers that he personally led the second extraction mission. With one vehicle hooked in tow, Team Panther continued to hold positions on the cordon and provide security until the end of the cordon and search mission at approximately 1430 hr. Throughout the battle Team Panther fought with a relentless offensive spirit to find and fix the enemy. Their valor and team courage was uncommon, and resulted in preventing ten Iraqi Soldiers from being over run.

violence as it was bordered by a large Shia neighborhood to the south. The road dividing the two neighborhoods was referred to as "The Fault Line" by coalition forces, indicating the frequency of violence there. Shortly after daylight on 10 April the cordon was attacked by a large number of enemy personnel and around 0830 hr, 2-4/1 MiTT called Panther Base and requested assistance. Team Panther linked up with the Iraqi Brigade Executive Officer and our Iraqi Army Quick Reaction Force (QRF) and immediately responded to the fight. The units were under a heavy enemy attack that resulted a section of the cordon along the southern perimeter to collapse. Both out numbered and out gunned, these Iraqi Soldiers took refuge in an abandoned building and established a hasty protective position. Soon afterwards Team Panther was notified that the pinned down squads were down to their last magazines of ammunition and were requesting

shield the squad from enemy fire and requested additional transportation assets from the Iraqi Brigade XO in order to safely extract the remaining squad. The Iraqi Army made two attempts to reach our position, both of which were repelled by overwhelming enemy gunfire. After holding the position for approximately 20 minutes we were forced to continued forward with the extraction mission and promised the squad that we would return for them.

As we maneuvered back to the friendly lines the insurgency attempted to gain an advantage in the attack and engaged the convoy at several alleyways along Route

Al Fadhil was a critical point our counterinsurgency fight for the Rusafa District. One newspaper labeled the day long fight as the largest gun battle since the beginning of the Baghdad Security Plan. The end result and the most important point of the Battle of Al Fadhil is that it opened doors for us to begin a dialog with the residents and leaders there. In



exchange for their support for the Iraqi government, we focused our efforts on improving six areas that residents felt were critical. The six issues that Al Fadhil leaders wanted our help with were: jobs, security, resolve the rationing process, establish a hospital, improve electrical power, and clean up the town. We requested and received money to facilitate the resolution of several issues. The first money was used to put residents to work cleaning up trash from the streets. Secondly we assisted the Al Fadhil residents in establishing a hospital which was really little more than a medical aid station. The reason the hospital was a critical issue is that the Sunni residents of Al Fadhil were having to go to a Shia hospital for medical care and most of the time residents would choose to not get medical attention over being admitted into a Shia hospital because of fear that they would be killed there. Thirdly we requested money for electrical power grid improvements to improve the quality of life, and lastly we make coordination's for the Al Fadhil citizens to pickup their rations in a Sunni facility instead of being required to pick them up in the Shia stronghold of Sadr City.

BACK HOME: We completed RIP/TOA on 5 June 2007 and began movement home through BIAP and Camp Virginia, Kuwait. On 9 June 2007 we stepped onto American soil at Ft. Hood TX where we were greeted by MG Charles (Skip) McCartney, former commander of the 108th Division (IT) and MG James B. Malloy, III, Commander, 108th Training Command (IET) and presented with an American Flag. After a week of out processing at Ft. Hood we flew home on 15 June 2007 and were reunited with our families.



CONCLUSION:

Team Panther ate, slept, and fought side-by-side with our Iraqi Soldiers every day for nearly a year. We celebrated many successful missions together and mourned the loss of comrades together. Our daily experiences as we lived and worked side-by-side allowed us to bond very closely with the Iraqi Soldiers we served with. Although success in Iraq is measured in small increments, we were able to have an influence in several areas that positively affected on the security in Iraq. It was our honor to serve shoulder-to-shoulder with the brave warriors of 4th Brigade, 1st Iraqi Army Division, and our hearts go out the families of the more than one hundred 4th Brigade Soldiers who fought bravely and paid the ultimate sacrifice. Through their sweat and blood, Iraq is without question a safer place today. God

bless and protect the 4/1 IA and God bless the Untied States of America!

Tom Cathey is an O6 and a longtime member of the 108th.



5th Division MiTT



David Puster

Team Composition: BG David Puster (Charlotte, NC), LTC Mike Beaudette (Columbia, SC), LTC Steve Riley (Detroit, MI), LTC Greg Trotnic (Dallas, TX), LTC James Spigner (Charlotte, NC), MAJ Jeff Long (Columbia, SC), MAJ Tom Fleetwood (Clemson, SC), MAJ Tim Sheridan (Minneapolis, MN), CPT Mike McKenna (Fort Lauderdale, FL), CPT Kevin Morris (Colorado Springs, CO), MSG Paul Shenep (Fayetteville, NC), MSG Luke Alphonso (Fort Polk, LA), MSG Daniel McGuire (Fort Hood, TX), SFC Darrell Stark (Colorado Springs, CO), SSG Sean Reed (Indianapolis, IN)

List any awards received by member(s) (i.e. CIB, CAB, Bronze Star or higher):

CAB – BG David Puster, LTC Mike Beaudette, LTC Steve Riley, LTC Greg Trotnic, LTC James Spigner, MAJ Tom Fleetwood, MAJ Tim Sheridan, CPT Kevin Morris, MSG Paul Shenep, MSG Luke Alphonso, MSG Daniel McGuire, SFC Darrell Stark, SSG Sean Reed

Bronze Star – BG David Puster, LTC Mike Beaudette, LTC Steve Riley, LTC Greg Trotnic, LTC James Spigner, MAJ Jeff Long, MAJ Tom Fleetwood, MAJ Tim Sheridan, CPT Mike McKenna, CPT Kevin Morris, MSG Paul Shenep, MSG Luke Alphonso, MSG Daniel McGuire, SFC Darrell Stark

List any/all combat patch(es) earned by Soldier(s) you are including in this article:

101st Division
82nd Airborne Division
1 Infantry Division
1st Cavalry Division

Team Mission:

Embed with the 5th Division Iraqi Army Division. Train, teach, and mentor the command and staff to build the Iraqi Army capabilities and bring security to the people of Diyala Province. Provide Coalition affects where necessary on combat operations.

Introduction

The 5th Iraqi Division Military Transition teams (MiTT) mobilized on April 28, 2006 for an impending deployment to Iraq. 5th Division MiTT Soldiers participated in fighting terrorists across Diyala Province, in the capital city of Baqubah, the bread-basket of Mugdadiyah in the north, the wind-swept plains of the south, and the border of Iran. The security situation deteriorated shortly after the team's arrival, and the 5th Division MiTT Soldiers served before the Surge during the most dangerous



time period since the war's inception. This is an historical record of their



service, and we never want to forget their sacrifice.

The 5th Division MiTT consisted of a 1st Division team, two Brigade

the Division team at KMTB. LTC Jody Creekmore supported the 3rd Iraqi Brigade outside of Mughadiyah. LTC Jay George, the active duty team, led the 2nd Brigade team outside of Baqubah.

Background

Diyala Province

The Province extends to the northeast of Baghdad as far as the Iranian border covering 17,685 square

is Baqubah. Deputy Governor Auf Rahim was Sunni. The Province also has a Provincial Council with Ibrahim Hassan as its Chairman. The local council of Diyala is composed of three political blocs: Shiite Unified Iraqi Coalition (33), Sunni Iraqi Islamic Party (1), and the Kurdistan Coalition (7). Voting turnout in the election for the council of Diyala governorate was very low.

Diyala People

Diyala Province was known to many as the "little Iraq" because it had all the ethnics represented – Sunni, Shiite, Kurdish, and Christian. The Diyala Province population, estimated at 1,271,000 people, is comprised of about 90 percent Sunni, with 7 percent Shi'a, and 3 percent Kurd. The people lived a simple life in this mostly rural area and small adobe style buildings were prevalent.

teams, and six Battalion teams of 101 men from the 108th Division, other Reserve and active-duty units. The team picked up another active duty Brigade team in Iraq consisting of four Battalion teams.

The 5th Division team would locate in Kirkush Military Training Base (KMTB) with the 5th Iraqi Army Infantry Division in Diyala Province. The 5th Iraqi Division was commanded by MG Shakur. COL David Puster was the Division team leader; LTC Michael Beaudette was the Chief of Staff; and SGM Paul Shenep was the senior NCO representative on-the team. The teams deployed to Iraq on June 18, 2006 – the day after Father's Day. The teams celebrated their final day before deployment with a parade on the open field at North Fort Hood along with the 3rd Division teams. The ceremony was accompanied by bagpipes. Many family members were in attendance. MG Charles "Skip" McCartney, 108th Division Commander, presided over the pass in review.

The 1st Brigade team leader was COL Brian Sieck. He and his teams would co-locate with

kilometers. The Province was an agricultural district for Iraq and was known as the "breadbasket" for Baghdad. Some of the best dates in the world were grown in this province. The long border with Iran, the palm tree cover of the river valleys, and the large uncovered expansive areas in the Province provided ample room for terrorist activities. Al Qaeda in Iraq moved its base of operations from Anbar province to Diyala during this time period. In late 2006, Baqubah and much of Diyala Province were reported to have come under Sunni Insurgent control.

Diyala Governance

Diyala Province is one of the constituent governates of the nation of Iraq. GOV Ra'ad Al Tamimi, a Muslim Shiite, was its Governor. Its capital city

Diyala is a convergence of all ideals in the political, religious and tribal realms. The Public's perception of inequity, corruption of the Iraqi Security Forces (ISF), and fear were the driving forces behind their support for the terrorists, especially Al Qaeda in Iraq (AQIZ.) Multiple political groups turned to terrorist organizations for protection - uniting in order to combat sectarian motivated attacks.



Iraqi Army (IA)

The Iraqi Army, consisting mainly of Shiite Soldiers, tended to side with the Shiite militias.

The 5th Division IA was roughly 75 percent Shia, 20 percent Sunni, and 5 percent Kurd.

They were often viewed as another militia and failed to win the will of the people. The US surge in late 2007 attempted to drive out the terrorists and gain and hold security. The US forces moved out of their Forward Operating bases into combat outposts to live in and among the people. The strategy largely succeeded and

bought time for the Iraqi Army to continue with its development. COL Puster and COL Sutherland, the 3rd Squadron, 1st Cavalry Regiment (3/1 CAV) briefed GEN Petraeus in April 2007 on the Diyala problem and the Iraqi Army. GEN Petraeus saw the problem as a classic counterinsurgency operation. He stated that "this is a graduate-level war in Iraq and a post-graduate war in Diyala."

Leadership

MG Shaker was viewed initially as a strong leader with experience in working with US forces, but he quickly faced allegations of sectarian bias against the Sunnis, running death squads, and stealing equipment and fuel. The U.S. coalition and Iraqi Government authorities conducted several inquiries but they could never prove his guilt. MG Shaker's religious orientation as a Shiite and his military background under the Baathist Regime of Saddam Hussein could have led to this speculation.

MG Shakur was eventually replaced, because he could not build a cohesive team to provide for the overall security in Diyala. MG Shakur did not trust his commanders, so he was not able to administer command and control. The division staff did not effectively track and monitor division intelligence and operations. The MiTT team would train various staff members only to see them rotate as they started to learn their jobs. The Division Main, TOC and TAC lacked fully trained battle staff personnel that could develop a common operating

picture for the commander in order for him to make command decisions. The G2 section also could not consistently provide meaningful Intel products and assessments.



Shakur's relations with LTG Ali, the Iraqi Ground Forces Commander (IGFC), were strained and orders from IGFC consistently conflicted with US operations on the ground. LTG Ali was a Shiite from Diyala and tended to originate orders for execution in Diyala. The Iraqi Army Chief of Staff was Gen. Babaker Shawkat B. Zebari, a Kurd. Military Transition Team Mission

The mission of the Military Transition teams was to embed with the Iraqi Army and accelerate their development as an Army. They were faced with a classic counterinsurgency, although some would consider it a Civil War. John Nagel, in his book entitled Learning to Eat Soup with a Knife, explained that "a successful counterinsurgency includes the use of minimum force, civil-military cooperation, and tactical flexibility using highly decentralized small unit tactics." The MiTTs were designed to work with the Iraqi Army in such a way to build their ability and work to defeat the insurgency. The goal of any insurgency or counter insurgency is achieving the will of the people.

5th Division MiTTs with Security Detail at KMTB

GEN Casey, the Commanding General of Multinational Forces in Iraq, talked to the team at Taji. He said that "the MiTTs had the second most important mission in Iraq behind detainee operations. The MiTTs are the exit strategy." He planned to win the war against the insurgency by August 2007. At the time, he saw the Iraqi Army



stepping up and the US troops leaving mostly in 2008. In actuality, the religious factions splintered causing a civil war. Sunnis merged with Al Qaida in an attempt to drive the Shiite government from office. Shiite and Sunni militias fought against one another for political power and the transition from the US to the Iraqi Army turned into a surge of US forces with fierce fighting in Diyala Province to drive a wedge in the insurgency. The original US mission changed from assisting the Iraqi Army to gain Security to one that evolved to actually bringing security to the people by whatever means.

Military Operations

The Division MiTTs participated in a series of operations with the Iraqi Army in an assisting role to the US combat forces to rid terrorists from Diyala and bring security to the people. The first of these operations started in the southern expanse of Diyala Province.

Operation Turkey Bowl I and II began during Thanksgiving 2006 targeting a town called Turki where there were known terrorist camps. Turkey Bowl I was a shaping operation to understand how the terrorists reacted. Turkey

and provided suggestions for the set up of the Brigade Tactical Operations Center. The team also assisted in maintaining lines of operation back to the Division Main.

Operations in Baqubah proved to be difficult as the city's urban terrain drained resources in the effort to provide security for the people. The 5th IA Division set up a forward Tactical Operations Center (TOC) at FOB Khamese and LTC James Spigner led Division MiTT efforts to set up the TOC. Its efforts initially sought to bring security with Iraqi Army Division Soldiers in the lead assisted by US companies, but the situation grew worse and insurgent forces gained control.

The US strategy changed after a December 2006 incident where Al Qaeda in Iraq claimed victory and raised their flag above the police station in Burhitz – just south of Baqubah. Iraqi forces, strapped by leadership challenges, were not ready to step up and take the lead. BG Talibani, 2nd IA Brigade Commander, and our Mitt leader led Iraqi efforts in a supporting role. IA forces, along with our

MiTTs, formed combat outposts in the secured areas to maintain control. Both BG Talibani and LTC Karcher, 2nd Brigade MiTT Leader, were injured in the fighting. LTC Karcher was evacuated back to the states and was replaced by LTC Jay George from 3/1 CAV. The beginning of the surge took hold as 3/1 CAV requested additional forces and dedicated a battalion to Baqubah. Eventually, the Multi-National Forces – North Commander, MG Mixon, would dedicate a Brigade to the city.

The US strategy combined supporting efforts to the North in Mugdadiyah and to the East with the Diyala River Valley Campaign in an

effort to cut off insurgent supplies moving into the city. The 3rd Brigade MiTT and LTC Creekmore were key in working with the 3rd IA Brigade to fight terrorists in and around Mugdadiyah and establishing a combat outpost in Shakarat. A battalion from the 82nd Airborne led efforts in the Diyala River Valley with assistance from a battalion in the 1st IA Brigade.

Later, operations progressed to emphasize the civil-military aspects of gaining the will of the people. The Iraqi Army took the lead in the fuel mission to distribute fuel throughout the province to government fuel stations. LTC Spigner, now



Bowl II was the main effort to defeat the terrorists. The operation destroyed the terrorist camps and succeeded in stopping operations in the south.

During the course of the operation the MiTTs worked with the IA in a sweeping operation and to “sustain” operations in the field. Several members of the Division team were tasked to the 1st Brigade and COL Sieck, 1st Brigade MiTT Leader, during the conduct of operations. SFC Darrell Stark distinguished himself in leading an Iraqi company. The Division team monitored the tactical situation



1st Brigade MiTT Leader, played a major role in helping the IA set up these operations. MAJ Tim

hospitals while also treating the local populace for illnesses. MAJ Tim Sheridan and MSG Luke Alphonso led the G5 section. The 5th DIV MITT



G5 section completed over five civil affairs missions throughout the Diyala province and distributed several thousands of dollars of school supplies and clothes (donated by local businesses and citizens from the states).

Division Staff and Separate Company Training

The Division team operated on multiple levels. COL Puster was the mentor for MG Shakur and accompanied MG Shakur on most of his trips. This required the team to not only train the IA troops in garrison, but also literally, conduct all combat missions with him and his Personal

Security Detail (PSD), traveling to sheik-tribal meetings, government meetings, conferences, and combat missions, whenever and wherever they occurred.

Sheridan and MSG

Luke Alphonso worked with the IA to organize several MEDCAP missions to bring medical attention and education supplies to the people.

Military Transition Team Progress and Accomplishments

The Division MiTTs made its biggest strides in helping to build a Logistics capability able to sustain the Army in the field. The army experienced severe problems in transportation. They had shortages in fuel, spare parts, and uniforms. Many of the shortages were due to corruption. LTC Greg Trotnic and MAJ Tom Fleetwood worked with Ministry Of Defense, the Regional Support Group Commander, and BG Wolf to remedy these problems. They helped to implement the Motorized Transportation Regiment (MTR) and used the MTR to support combat operations and to deliver supplies.

LTC Steve Riley worked with state department officials to advance the rule of law in Diyala province. He led a working group with US Attorney Don Calvert to protect judges and to provide a secure court system and to address the growing detainee population. MSG McGuire and SSG Sean Reed were key to eliminating abuse and ensuring human rights were followed in the detention facilities. MSG McGuire taught the Intelligence, Surveillance, and Reconnaissance (ISR) Company to construct target lists and operate within the guidelines of the Rules of War.

The 5th DIV MITT partnered with the Iraqis and the local coalition forces to supply schools and

He also had the responsibility for leading the MiTTs and providing support to all the teams in the field. CPT Kevin Morris and SFC Stark were responsible for the security detail and getting the Division MiTT Leader around the battlefield. The 82nd Airborne supplemented the security team with six Soldiers.

LTC Michael Beaudette, MAJ Jeff Long, and CPT Mike McKenna led the rear detachment at KMTB to ensure continuous operations. They



maintained communications with the teams in the field and MND-N. The MiTTs participated in the daily Battlefield Update Briefs with MND-N and briefed MG Mixon in his weekly Commander's Update. Each of the staff elements mentored their different staff sections, led important efforts, and rotated through the security detail, staff duty, and forward TOC. They could have easily become engrossed with combat operations, but they managed to make significant advances in logistics, intelligence, rule of law, detainee operations, and civil military operations. The credit goes to LTC Mike Beaudette for keeping all these efforts going and maintaining the continuous flow of operations.

The training program included tasks to get the Division functioning to the next level through staff training and development and continued training of its separate companies. The program sustained and improved war-fighting skills to allow units to better shoot, move, and communicate. Tasks included: Weapons qualification, PMCS/maintenance, Cordon and Search, Convoy skills, communication, CLS, driving, and staff development. Special companies included: Headquarters Support, Bomb Disposal, Intelligence, Surveillance, and Reconnaissance, Military Police, Signal, Engineer, and Motorized Transportation Regiment. All of these separate companies were able to conduct operations at the end of the tour.

MAJ Fleetwood trained the Bomb Disposal Company. He was challenged by shortages in personnel and equipment. He improved the company by implementing the Vehicle / Portable ECM Device Transportable Robotic System and building an Ammunition Supply Point. The company was functional at the end of the tour.

CPT McKenna trained the Signal Company. They were the smallest company, yet they played a big role in battlefield communications and garrison communications with the Iraqi Ground Forces Command in Baghdad. He played an important role in helping the Division with its move to Khamese.

MAJ Long, assisted by a platoon from the 82nd Airborne, built the Military Police Company. The company became a functioning unit and assisted MG Shakur with security operations. They also provided traditional MP mission support for the major operations within the province.

MSG Daniel McGuire and the ODA worked with the ISR Company. He had an up and down mission of helping the company - only to see Soldiers transferred and used in questionable roles. MSG McGuire was one of the hardest working and most dedicated Soldiers in the command.

Conclusion

The 5th Division MiTT and its subordinate MiTTs represent the some of the finest Soldiers in our Army Reserves and Active Army. They left their homes and civilian jobs to support our great Nation. They braved the heat of the desert and the less than desirable living conditions to build the Iraqi Army and fight this War on Global Terror. They contributed to the building of a country and in the process helped to stabilize a region with the democratization of its government.

David Puster is currently an O7 and is a longtime member of the 108th. He is currently serving as the Commander of the 4th Brigade, 75th Division.



0510 MiTT - Team Justice



LTC Brian Sieck
SFC David Mason
SFC Carl Rubin
CPT Trung Vuong
LTC Brian Barquest
MAJ Thomas Cronin
LTC Earl Parker
SFC Eugene Holcroft
SFC Angel Vazquez
MSG Juan Romer

Brian Sieck

Team Composition: COL Brion S. Sieck, Team Leader, USAR, 108th Div, LTC Earl E. Parker, II, XO/Maneuver Trainer, USAR 108th Div, LTC Brion A. Borquest, Logistics Trainer, USAR, 100th Div, MAJ Thomas J. Cronin, Intelligence Trainer, USAR, CPT Trung N. Vuong, Effects Trainer, USA, Fort Hood, TX, MSG Jose A. Romero, Senior Enlisted Trainer, USAR 108th Div, MSG Eugene P. Holcroft, Intelligence NCO Trainer, AGR, SFC Carl V. Rubin, Effects NCO Trainer, USA, Fort Hood, TX, SFC David E. Moson, Medical NCO, USA, Fort Sam Houston, SFC Angel I. Vazquez, Communication NCO, USAR, 108th Div

The Team of the 1st Brigade, 5th Division Military Transition Team (MiTT) consisted of 10 personnel with the following demographics: 5 Officers and 5 Enlisted; 4 with an Infantry background (2 with previous combat experience); 2 Military Intelligence Soldiers and 2 Field Artillery Soldiers and a medic; 6 USAR Soldiers, 1 AGR Soldier and 3 AC Soldiers.

The Brigade MiTT Team Mission was to organize, equip, train and mentor the 5th Iraqi Brigade and coordinate Coalition effects (EOD, MEDEVAC, CAS, Attack Aviation, Fires, QRF, etc) for Iraqi led military operations in order to develop capable and credible Iraqi Security Forces in defeating any insurgent activity in Diyala Province, Iraq.

The 108th Soldiers assigned to the Foreign Army Training Assistance Command (FATRAC) mission began their training well before the mobilization. North Fort Hood (as opposed to main post) was the location where we began our 45-day pre-deployment training phase. Here is where the rest of the team members joined not just this Brigade team but all of the 108th fielded MiTT teams for the 1st, 3rd and 5th Iraqi Divisions. COL Sieck (then a LTC), LTC Parker, LTC Barquest, MAJ Cronin and SFC Holcroft made up the team upon arrival. After some personnel swaps between Brigades and Divisions, our team was rounded out with MSG (1SG at the time) Romero from then COL Pusters' Division team and SFC Vasquez

from 3rd Brigades Team both whom were 108th Soldiers. For the most part in a matter of a week or maybe two, our Active Component fillers arrived, CPT Vuong (then a 1st LT), SFC Rubin and SFC Mason, for the Field Artillery and medic positions respectively. Our team had several promotions during our combat tour; LTC Sieck was promoted to COL and SFC Holcroft was promoted to MSG. Our first promotion took place stateside as CPT Vuong was promoted on North Fort Hood. Col Sieck and MSG Holcroft both were promoted in theater.

Camp Beuhring, Kuwait marked a pivotal point in our deployment. Ten days were spent in re-training most of the same events only in the harshest of elements. We would begin many of our training days at 0330 in order to complete the days' main training event before noon. The acclimation of the environment was the main objective of our stay at Camp Beuhring. Our accommodations were a harsh reality of the coming year, but for some it was a grand hotel.

The Academy at Taji, Iraq was one training location that was more productive than any other. Specifics about the region, the mission as a MiTT and the chance to meet our predecessors for a few insightful days gave all of us a much better grasp and to some degree a sense of relief to finally learn details about our mission. Once our training was completed at Taji, we boarded up on Chinooks and flew to our new home in the middle of the night. It





the 3rd Brigade of the 1st Cavalry Division from Fort Hood Texas and took up residence on KMTB for the next year, although they were deployed in mass for months at a time throughout Diyala Province.

The Iraqi Brigade staff that our MiTT team trained over the year was extremely capable on an individual basis, but we had our hands full in training them as a staff to support combat operations. The Commander, BG Essa, was a veteran of 24 years in Saddam Hussein's

army before becoming a general in the new Iraqi Army (IA). His Executive Officer was COL Saad, who later became the 3rd IA Battalion Commander. LTC Parker spent most of his time with COL Saad and with the S3, LTC Mohammed. LTC Barquest and MSG Romero worked countless hours with the IA S4 and IA S5, LTC Abbas and MAJ Adel. CPT Vuong and SFC Rubin performed miracles in the IA S1 shop headed by LTC Falah. Maj Cronin and

was too dark to make anything out but at daybreak we were introduced to our predecessors and our new home. We were on the same Iraqi compound as the second and third Battalion MiTT teams as well as the 5th Division MiTT Team. The Brigades 1st Battalion MiTT team was still located up north on another Iraqi Outpost and now deserted Coalition compound called FOB Cobra. Their team was eventually brought back to KMTB but they stayed with the Coalition Forces on FOB Caldwell inside of KMTB. Eventually, after the 1st Battalion team transitioned and the new team came in, we housed them in the same building as the Brigade MiTT team. This only exasperated the cramped living situation but it now meant that all teams were receiving equal treatment.

FOB Caldwell, initially was the home to the 3rd Special Troops Battalion of the 1st Brigade, 4th Infantry Division stationed at Fort Carson Colorado. The Battalion Commander was LTC

Lenny Wells. The Battalion was split between KMTB and FOB Caldwell so there were not many Soldiers on the FOB. The intent was to transition FOB Caldwell to the Iraqi Army completely by the time the Coalition Forces rotated on November 4th 2006. It wasn't until late August that a new Coalition Battalion occupied KMTB. The 5-73rd Airborne Battalion of the 82nd Airborne Division, commanded by LTC Pappas, was attached to



MSG Holcroft worked diligently with the IA S2, LTC Nabil.

Operations in Diyala Province gradually intensified over the year. The first lengthy deployment for the 5-73rd began simultaneous to their arrival in the Province and was designed to make a bold statement while maintaining a continuous presence on the Iranian Border. The planning for a second operation, called Turki Bowl, named for the village of Turki twenty kilometers southeast of KMTB, was well underway and initially only involved the Iraqi Brigade but for some reason was never acted upon by the Iraqi leadership. This was an area that the Iraqi Brigade would not go near without US Forces (and the coalition effects) along side of them. The operation was given a jump start by about two weeks than originally planned due to an aerial reconnaissance flight that detected a large shiny object buried in the banks of a canal near the village. The recon flight landed and investigated and the operation was then in full swing. A cone, buried along the side of a canal had been partially exposed by the elements when it was spotted.

Turki Bowl II was a deliberate clear in zone mission, whereby the Iraqi Brigade accompanied by their respective MiTT teams and the 5-73rd Battalion began on the south side of Balad Ruz

sympathizers.

The area of responsibility of the 1st Bde of the 5th Iraqi Division stretched from the North of Diyala



Province (Khanakin) to the south of the province and covered the entire eastern border with Iran within the Province. One Iraqi Brigade with three Iraqi Battalions, based out of Kirkush Military Training Base (KMTB) covered the entire area with stationary check points and roving mounted patrols. Several companies were strategically positioned throughout the Area of Operations (AO) with one of the Battalions permanently stationed north of KMTB. The inset map below and the tan shaded area of Diyala Province portray the vast amount of terrain the 1st IA Brigade was responsible for. Also pictured is our patrol making our way through some of the rough terrain and wadi's which make off-road travel difficult (but safer than the roads).



Diyala Province was relatively stable in both political and economic venues when our tour began. During the tour the violence grew, mostly in part to the operations in and around Baghdad which pushed insurgents into the province. Our MiTT team sustained three IED attacks which disabled the vehicles each time and the damage was increasingly worse with each event.

By the grace of God, a well trained team and a little luck, the team sustained no hostile injuries during our tour, although we spent entirely too many times participating in Fallen Soldiers Ceremonies such as

and cleared completely south of Turki Village. The full operation took weeks but the main thrust took just ten days to dislodge terrorists and



the ones below conducted on FOB Caldwell, KMTB. These ceremonies honored America's best Soldiers.

The Brigade MiTT team, finished its year long tour with two of the original Soldiers of the ten-man MiTT team



returning home earlier than the rest of the team. SFC Vasquez and COL Sieck both returned home earlier than anticipated due to non-battle injuries. It is with a great deal of humility and humbleness that the Officers and NCO's of the 1st Brigade MiTT team return home, now safe and secure, to our loved ones. We will always reflect on this historic task with honor and a tremendous amount of pride in each and every person who served on the team, the 3 STB and 3rd BCT 4th ID, 5-73rd CAV and 3 BCT 1st CAV, the Iraqi Assistance Group (IAG) and the United States Army Reserve.

God Bless each and every person on a MiTT Team.

COL Sieck - 1/5 MiTT Leader

"Justice 6"Out



MiTT 3-5 - Team Comanche



Joseph Creekmore

Team Composition: COL (USAR) Joseph "Jody" P. Creekmore, Jr. - Modison, AL, LTC (USAR) Charles "Chuck" A. Kettenring - West Bountiful, UT, LTC (USAR) Carl "Gory" G. Hawkins - Huntsville, AL, MAJ (USA) Santiago J. Otero - Hinesville, GA, CPT (USA) Michael "Mike" C. Prescott - McCoskill, AR, MSG (USAR) Jose H. Irizarry - West Springfield, MA, SFC (USAR) Dorrell E. Whited - Union Grove, AL, SFC (USA) Claude "Doc" C. Hufford - Hopkinsville, KY, SFC (USA) Robert "Rob" A. Scheffel - Leesville, LA, SSG (USA) John W. Burton, II - Porkton, NC

We were MTT 3-5, "Team Comanche." We took "Comanche" for our team name after the proud, and until the late 19th Century unmatched as a force of warriors, American Indian people native to that part of Texas where we trained before deploying overseas. We chose this name to both honor the "American Warrior Spirit" and to unify us as a team of Professional American Soldiers and Citizen Soldiers training together in Texas for a combat mission overseas.

List any awards received by member(s):

COL Creekmore, Jr. - Bronze Star Medal, Combat Action Badge
 LTC Kettenring - Bronze Star Medal, Combat Action Badge
 LTC Hawkins - Bronze Star Medal, Combat Action Badge
 MAJ Otero - Bronze Star Medal, Combat Action Badge
 CPT Prescott - Bronze Star Medal, Combat Action Badge
 MSG Irizarry - Bronze Star Medal, Combat Action Badge
 SFC Whited - Bronze Star Medal, Combat Action Badge
 SFC Hufford - Bronze Star Medal
 SFC Scheffel - Bronze Star Medal, Combat Action Badge
 SSG Burton, II - Bronze Star Medal, Combat Action Badge

List the MOB & REFRAD station + month(s) of station activity Soldier(s) you are including in

this article:

Mobilized at Ft. McClellan, AL - 28 April 2006
 Trained at North Ft. Hood, TX - 01 May 2006 to 18 June 2006
 REFRAD at Ft. Hood, TX - 12 June 2007

List any/all combat patch(es) earned by Soldier(s) you are including in this article:

1st Infantry Division - 20 June 2006 thru 12 June 2007
 Iraqi Advisory Group (MNC-I) - 20 June 2006 thru 06 July 2006
 101st (US) Airborne Division - 07 July 2006 thru 16 September 2006
 4th (US) Infantry Division - 17 September 2006 thru 01 November 2006
 1st (US) Cavalry Division - 02 November 2006 thru 12 June 2007



MTT 3-5 "Team Comanche," conducting its own Force Protection and coordinating its own Life Support activities, assisted the Headquarters and Headquarters Support Company of the 3rd Brigade, 5th Division (Iraqi Army) to develop into a Level 1 Unit capable of conducting fully autonomous counter-insurgency and security operations within its assigned battle space. MTT 3-5 coordinated actions of the three (3) subordinate MTTs assigned to the subordinate battalions of the 3rd BDE, 5th DIV (IA).

Team Comanche embodied the best of America, and at the same time, demonstrated that the US Army had changed and had made the Army Reserves a full partner in combat operations. Our team of ten (10) Soldiers had exactly five (5) Active Component Officers and NCOs and five (5) Reserve Component Officers and NCOs. Our Active Component brothers brought to the team current and excellent combat skills and leadership, while our Reserve Component brothers brought current and excellent training skills and practical skills in electrical, plumbing, engine, and generator maintenance and repair that would ensure our survival over the next year! In our Active Duty brothers we had two (2) Field Artillery officers, a Combat MEDIC, a Forward Observer (and Master Gunner), and a Special Forces Tactical Communications and Radio expert. In our Reserve brothers we had a Military Intelligence officer (and Real Estate "tycoon"), an Aviation officer (and Apache Helicopter Systems Engineer), a Quartermaster officer (and professional logistician), an Intelligence NCO (and Elementary School Principal), and a Master Driver Trainer (and small business owner and engine mechanic "extraordinaire"). Over the next year this group of ten men from ten different lives, half from the Active Army, and half Reservists with civilian careers, would bond together and excel in combat operations in Iraq.

We were posted on Forward Operating Base (FOB) Faylaq. In Arabic, Faylaq means "Corps." Under Saddam, our FOB was once the Headquarters of an Iraqi Army Corps. We lived in an old barracks building that we called, "Fort Comanche." We improved and fortified Fort Comanche with HESCO barriers and concertina wire, roof-top fighting positions and "T-Walls." To make life a little easier, we raised a sun-screen, built a small gym, and furnished a t.v. room (with Interpreter-supplied satellite t.v. and clothes washer and dryer). At Christmas, we strung lights and set-out a giant, lighted "snow globe (complete with blowing snow)." Fort Comanche wasn't the best place we could have spent a year in Iraq, but it wasn't that bad either.

Our mission was to help the Iraqi Army become a more capable and modern military and security force while simultaneously fighting a determined and capable enemy. That meant that we were, for an entire year, in almost constant combat with many named and joint operations (that several times turned into firefights with the enemy). Additionally, we fought through IED attacks on our external combat patrols and internal LOGPAC patrols that we conducted each week to outlying FOBs and camps, and were kept ever alert with Mortar and Rocket attacks directed against us on our FOB.

Working with the Iraqis was both rewarding and extremely frustrating. We did accomplish much with the Iraqi Army; training Soldiers and helping them to become self-sufficient in motor maintenance and logistics.



But, we were constantly frustrated by the Iraqi Army's very liberal Leave Policy and sometimes reluctance to fight. But, as we left Fort Comanche in June of 2007, we could see the evidence in the Iraqi Army that it was better trained, equipped and capable than when we arrived at Fort Comanche in July of 2006.

Probably the most rewarding thing we did in our year in combat in Iraq was to make visits to local schools. Through the very generous contributions of our families and friends back home, we were able to deliver over 80 large boxes of badly needed pens, pencils, paper, and other supplies (plus hundreds of stuffed toy animals) to hundreds of very happy school children. These happy trips "outside the wire," that still required us to post "locked and loaded" 50 cal. machine guns to cover critical intersections near the school, reminded us that peace was yet possible and that we could make a difference in a hate-torn and violent place in the world.

Joseph Creekmore is an O6 currently serving in the Army Reserve.



3-3-5 MiTT - Team Buffaloes



Aaron Wilson

Team Composition: MAJ Aaron C. Wilson, Blythewood, SC, MAJ Romon Vorgos, Son Juon, Puerto, MAJ Joe Dermenjian, Son Francisco, CA, CPT Bronson Roses, Woshington, DC, CPT Sean Donnelly, Richmond, VA, LT Christopher Figeroo, Son Antonio, TX, MSG Doniel Gales, Biriminghom, AL, SFC Kenneth Wood, Fort Knox, Kentucky, SFC David Rodriguez, Fort Knox, Kentucky, SFC Kenneth Lugo, New Mexico, SSG John Klousner, Son Antonio, TX

AWARDS:

MAJ Aaron C. Wilson- Bronze Star/CAB
 MAJ Ramon Vargas- Bronze Star
 MAJ Joe Dermenjian- ARCOM/CAB
 CPT Bronson Roses- ARCOM
 CPT Sean Donnelly- ARCOM/CAB
 LT Christopher Figeroa- ARCOM/CAB
 MSG Daniel Gales- ARCOM/CAB
 SFC Kenneth Wood- ARCOM/CAB
 SFC David Rodriguez- ARCOM/Purple Heart
 SSG John Klausner- ARCOM
 SFC Kenneth Lugo- ARCOM

The Military Transition Team (MiTT) of the 3rd Battalion, 3rd Brigade, and 5th Division was assigned to the Northeast area of Iraq, in the Providence of Diyla. Our eleven man team, the Buffaloes name derived from the 1866 Buffalo cavalry regiment. Team Buffalo was comprised of members from each region of the United States.

Starting with uncertainty about the mission, Buffaloes moved forward from Fort Hood highly motivated to face unforeseen challenges ahead. Upon arriving in Kuwait, the cloudy picture began to come into focus that this was a team in the infancy stages of many metamorphoses to unfold during our tour of duty. Arriving in country, we met our Iraqi counterparts with as many differences as team Buffalo. Despite the apprehension of our

Ar Rutbah

Iraqi brothers desire to be in the fight, team Buffalo went forward with the facade of being motivated about our mission and each other. However, time did not allow us the luxury to contemplate these questions, because immediately we were in the fight and our lives changed rapidly.

Team Buffalo arrived in country during the month of June. The temperature was starting to reach the mid point of the seasonal climate. Never forgetting the first mission, which was a night air assault mission into an areas to move on two high valued targets and finishing with cordon and searches. This mission was the ice breaker as to the type role for Buffalo MiTT. This mission ended up being about 18 hours which we learned the importance of being physically fit. Searching the small villages and palm groves seemed like a never ending mission, not to mention becoming accustom to carrying 35lbs -451bs of additional weight. This type of mission would be the battle rhythm for the coming months.

Mission activity always brought about certain reaction from the enemy. Normally, after each mission, we began to expect mortar attacks on or about late



evening. The attacks provided for tense times as well as some uncomfortable evening dining in full battle rattle. In addition to FOB mortar attacks, our MSR s became increasingly inundated with improvised explosive devices (IED). So, our Iraqi brothers were routinely getting the blunt of the retaliation of a mission that disrupted the enemy plans. Once these actions and reaction scenarios had played out, we left to resume advisory role back on FOB Normandy.

Team Buffalo as advisors, faced another form of battle within itself. Advising each Iraqi staff section, proved to be frustrating and unappreciative. The interest seem to be a focus of receiving what goods there were to offer, and little desire to obtain knowledge or advice. This mentality would be seen throughout the tour and with each Iraqi commander change. This culture would take a toll on Team Buffalo and was a major divisive tool over time. With expectations from active and MiTT leadship chain of developing a training to fight environment with the Iraqis, this became a single most challenging part FOB duties. In retrospect, I am convinced we never fully accomplished this portion of our mission. Some members might say this task was unobtainable, but regardless who is right, it was most challenging. The Buffaloes endured throughout the tour until we began to see the light at the end of the tunnel.

Then, our greatest fear was upon us when one of the members of Team Buffalo was the victim of an IED attack. Suffering what was considered serious but not life threatening injuries, this left team Buffalo wondering who would be the next victim. Fortunately, we were able to make contact with him in Germany and his attitude provided the motivation to finish this mission. However, things were never the same and we just held on looking for a glimpse of that light.

The light at the tunnel represented the last ninety days of the tour. Many may think, this period would be the most exciting but contrary to this myth, it resembled the Israelites on the verge of entering the promise land. We struggled to maintain a tolerance for one another and the Iraqi Soldiers. We feared the possibility of being so close to departure, but not making it back home. Finally, we pressed forward in fulfilling those expectations of our American units by pretending to be excited about going on another mission.

We were attached to three different American units while assigned to our area of operation. We began with the aggressive battle rhythm of a 101st Airborne unit, ending with back to back Calvary units. Each unit with its different mission caused our team to be flexible and threw our Iraqi brothers into frenzy, giving them another reason why they advocated letting the American fight their

war. These issues of different units were just a small portion of the puzzle that would contribute to our challenging effort of keeping a squad of misguided Soldiers united just long enough to fight the enemy and not each other.

Team Buffalo appeared unique, but maybe this was the norm when strangers are brought together in a war zone with no history of each other's skill levels. In retrospect, each member went away with an appreciation for the trials and triumphs of working in a war zone environment. Each member contributed and was recognized for if nothing else surviving the constant challenges and changes which come with war. If any member holds my feeling about this team, then they will never forget the experiences and they are forever grateful for the opportunity to serve the greatest nation in the world.

The pictures show 3-3-5 MiTT Members MAJ Vargas, MAJ Wilson and others having lunch with the 3rd Iraqi Bn staff workers and other team member prep for a school supply mission in the local area of operation.

Aaron Wilson is an O5 currently serving in the 108th Training Command. He is assigned to the Headquarters in Charlotte, NC and has been recently selected for Battalion Command.



Returning Soldiers

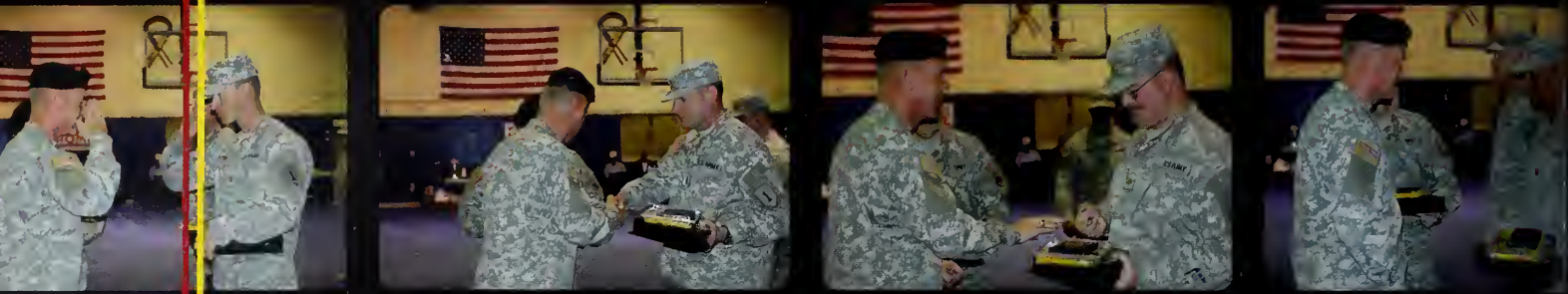


2007





Returning Soldiers



Thank you for
your service...





Conclusion

The MiTTs greatest challenge was finding common ground between the IA and other Iraqi entities as well as setting “reasonable” expectations of Iraqi performance in the eyes of Coalition partners. The use of the Iraqi chain of command was another. The MiTT operated basically as a liaison between IA and other entities. What was hard for other groups (coalition forces included) to understand was that the IA had its own command structure and while we did advise them, it was totally up to them to determine if they were going to participate in a mission if they had not received orders from their higher headquarters. Initially, trust was a big detractor as well. Coalition forces were reluctant to work with any IA force because they felt that all IA forces were compromised. It took awhile to break down these types of barriers. Our contribution to the Coalition war effort significantly aided the IA in the eventual turnover of all battle space to them. That is something we can all be proud of for years to come. We were the tip of the spear.

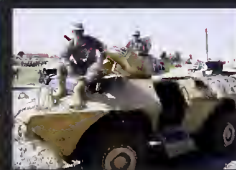


Embedding a U.S. military member with a foreign military is an extremely demanding task that requires the right mix of well-trained personnel that can work as a team to make small steps towards the foreign military unit becoming self sufficient

*Personnel Sourcing for Transition Teams
EWS Contemporary Issues Paper
Submitted by Captain D.E. Saunders to
Major R.F. Revoir, CG 9
17 February 2008, pg. 11*

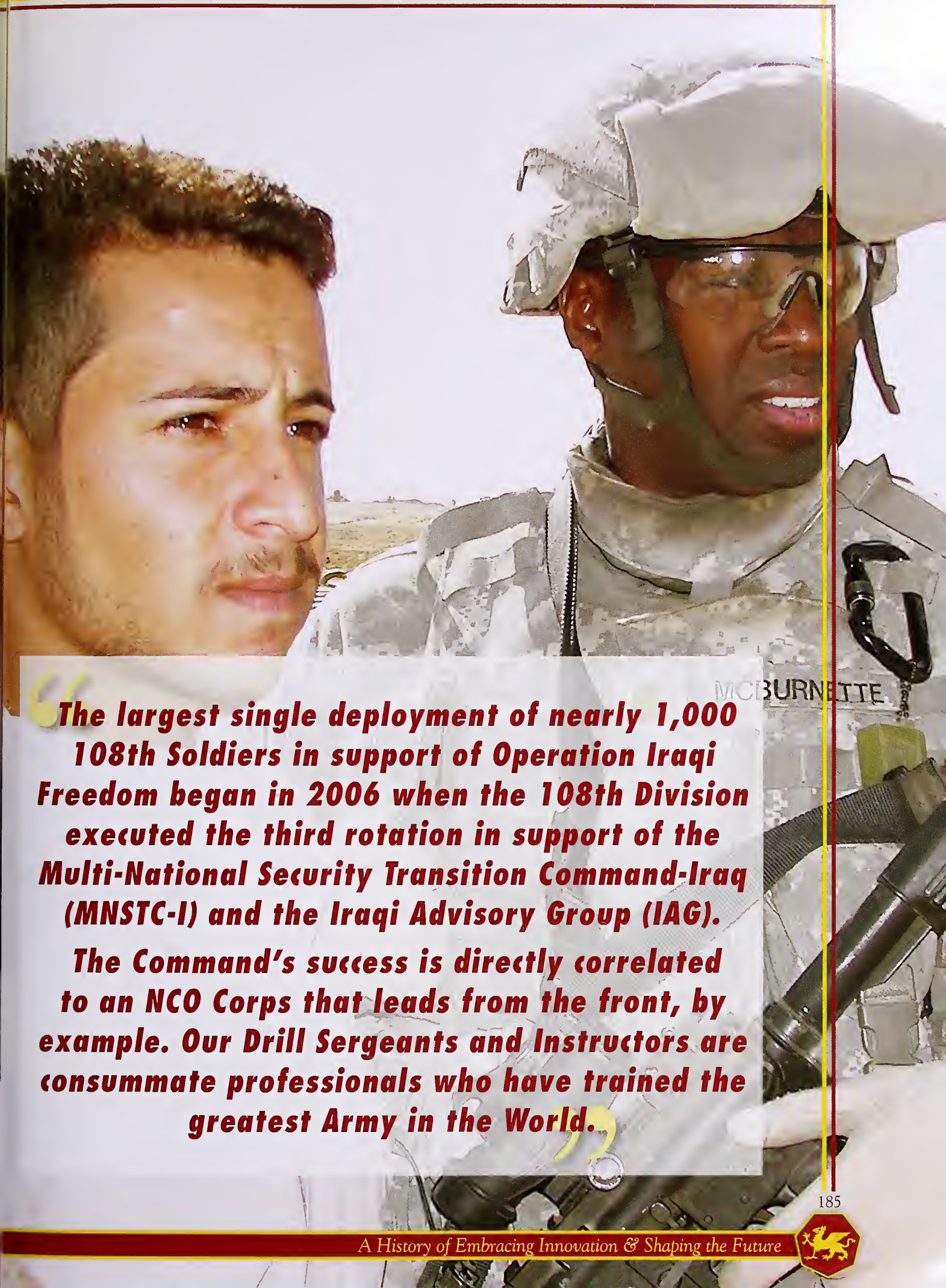


Modern History



Humvees in the desert of Iraq





The largest single deployment of nearly 1,000 108th Soldiers in support of Operation Iraqi Freedom began in 2006 when the 108th Division executed the third rotation in support of the Multi-National Security Transition Command-Iraq (MNSTC-I) and the Iraqi Advisory Group (IAG).

The Command's success is directly correlated to an NCO Corps that leads from the front, by example. Our Drill Sergeants and Instructors are consummate professionals who have trained the greatest Army in the World.



History of the 108th Division

(cont'd)

To meet the ongoing demands for Army Reserve units as critical enablers for the active component and as part of the Army's implementation of the Army Force Generation Model (ARFORGEN), the Army Reserve embarked on a dramatic restructuring process in support of transformation of the Army Reserve from a strategic force in reserve to an operational force with an expectation of ongoing mobilizations every five years. As directed by the U.S. Army Reserve Transformation Integration Campaign Plan and Army Campaign Plan Decision Point 74 (ACP DP 74), all IET units nationwide were to be consolidated under the newly designated nationwide 108th Training Command (IET) and all school (TASS) structures under the 80th Training Command (TASS). Accordingly, effective 1 October 2006, the 108th Division (IT) assumed OPCON of all six Drill Sergeant Schools, and on 1 October 2007 was re-designated as the 108th Training Command (IET) and assumed C2 of the 98th Training Division (IET) headquartered in Rochester, NY with four IET Brigades and C2 of a consolidated 108th Drill Sergeant School.

The largest single deployment of nearly 1,000 108th Soldiers in support of Operation Iraqi Freedom began in 2006 when the 108th Division executed the third rotation in support of the Multi-National Security Transition Command-Iraq (MNSTC-I) and the Iraqi Advisory Group (IAG). Comprising roughly

half of the staff and trainers of MNSTC-I, Soldiers of the 108th manned dispersed regional training locations, provided the Rough Rider platoon escort duty in Baghdad, assisted in developing the Iraqi training and logistics institutional capabilities at Taji and regional training centers, and worked to advise and mentor the Iraqi Ministries of Defense and Interior to establish Iraqi capability to command and control the growing Iraqi security forces. More than half of the 108th Soldiers were deployed to Iraq as advisors to help train, maintain, sustain and employ the Iraqi Army and National Police as part of Military Transition Teams (MiTTs) embedded with Iraqi Ground Force Command, Divisions, Brigades and Battalions, where as a result of ongoing combat operations, the Division suffered its first casualties.

During 2007, the 108th has been set apart by ground-breaking and intuitive guidance at all levels that has positioned it for past, current and future achievement. In the absence of many of our deployed higher-ranking and mid-grade officer and NCO leadership, junior leaders took charge and carried out ongoing missions without missing a beat. The Command's success is directly correlated to an NCO Corps that leads from the front, by example. Our Drill Sergeants and Instructors are consummate professionals who have trained the greatest Army in the World.

The 108th Training Command (IET) added volumes of history to its heritage during the course of 2007 by significant



support to OIF and by continuing to pioneer innovative and more efficient methods of training U.S. Soldiers. The 108th Training Command (IET) had many challenges to compete with during the 2007 campaign. The challenges highlighted include:

- Redeployment and De-mobilization of more than 900 Soldiers supporting OIF MiTT, MNSTC-I and NPTT Missions
- Planning and execution of the Army Reserve Transformation Plan
- Transfer of ownership of the TASS assets to the 80th Training Command and receive command and control of the 98th Division (IET), 95th Division (IET)⁹⁰ and USAR Drill Sergeant School
- Create TF802, standup three of four planned RTCs and conduct pre-mobilization training for USAR and NG units at one of the RTCs

Like other USAR organizations the 108th Training Command (IET) was significantly affected by the Army Transformation. To meet the needs of our changing world, the Army moved to a lighter, more lethal and deployable future Objective Force. To support Army Transformation, the 108th Training

Command transitioned from the 108th Division (IT) providing IET and TASS training support, to a Strategic Command that now has C2 for two IET Training Divisions, 4 RTCs and the USAR Drill Sergeant School. This transformation was effective 1 October 2007 when the 98th Division (IET) and 1 October 2008 when the 95th Division (IT) came under the 108th Training Command umbrella.

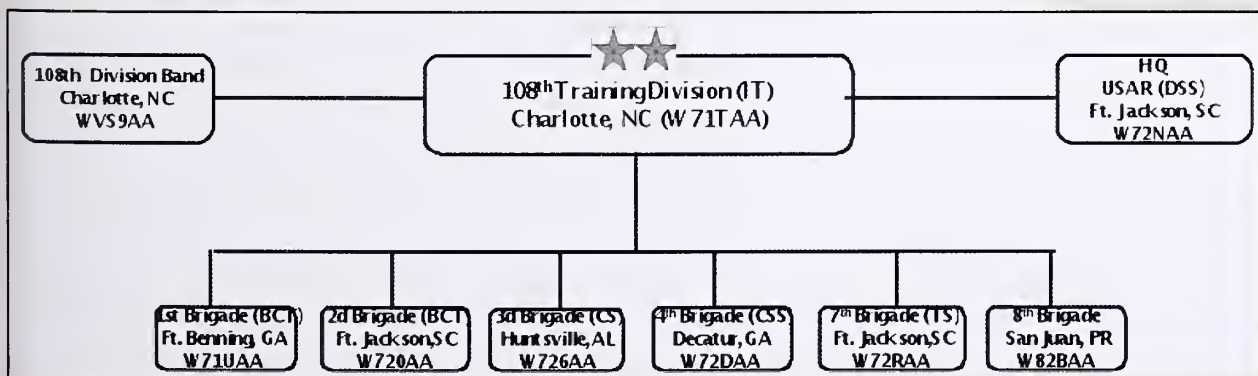
Pre-1 OCT 2007 Mission:

Upon partial mobilization the 108th assists selected units and individuals in making the transition to active duty. Upon full mobilization the Basic Combat Training Brigades expand the training center at Fort Jackson, SC and Fort Benning, GA while the TASS Brigades augment their proponents.

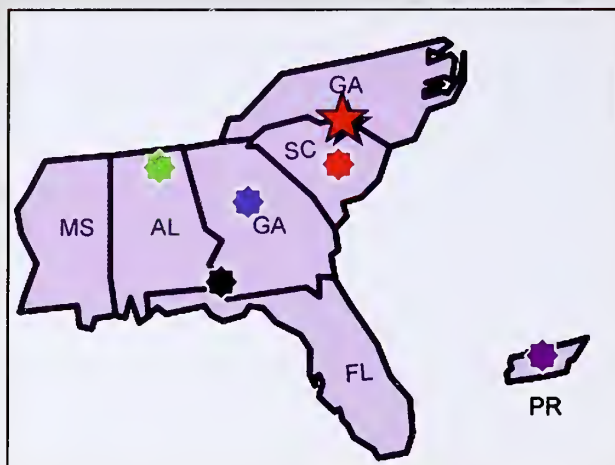
Pre-1 October 2007 108th Training Division (IT) Organization:

Post-1 October 2007 Mission:

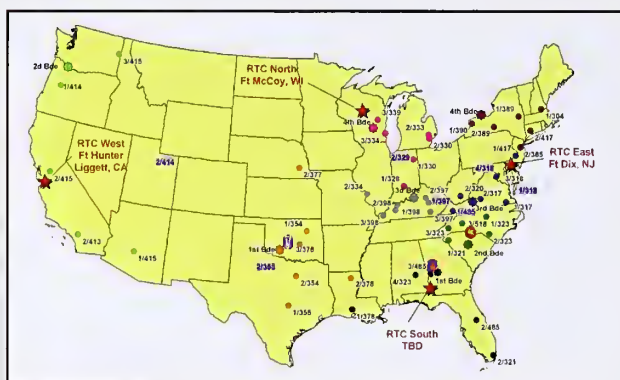
The 108th Training Command (IET) units will achieve and maintain a high state of unit and individual readiness to execute missions consistent with ARFORGEN in support of Growing the Army (TRADOC TBE), provide individual



Warrior Training in support of Army Reserve O & F commands; command and control the USAR Drill Sergeant



School; be a critical enabler in USAR pre-mob training (RTC); assist USAR units in retaining future Soldiers (RSP); and provide trainers and staff in support of training and operational requirements of the Global War on Terrorism. Within our ability to resource, we will train Soldiers from all components, Active Duty, Army



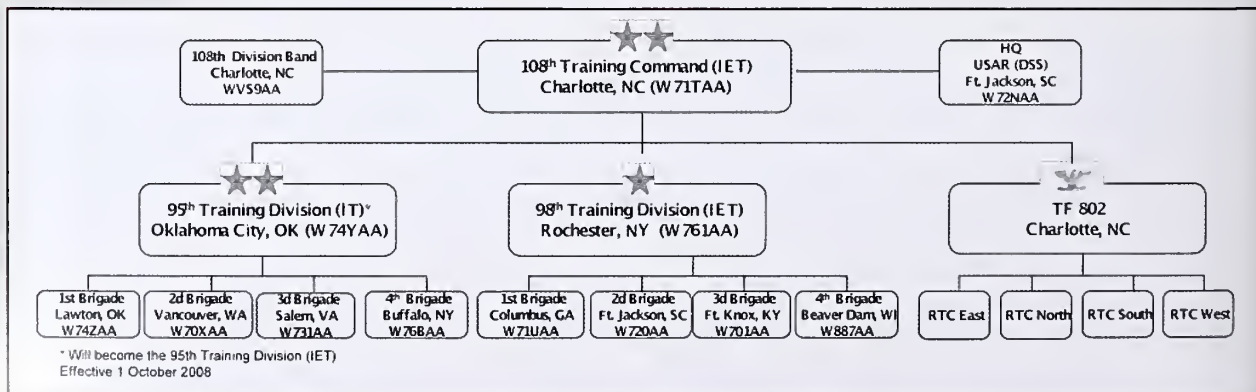
Reserve and Army National Guard. We will conduct training where and when it is most beneficial to support units and structure our organization to meet the training requirements of our customers.

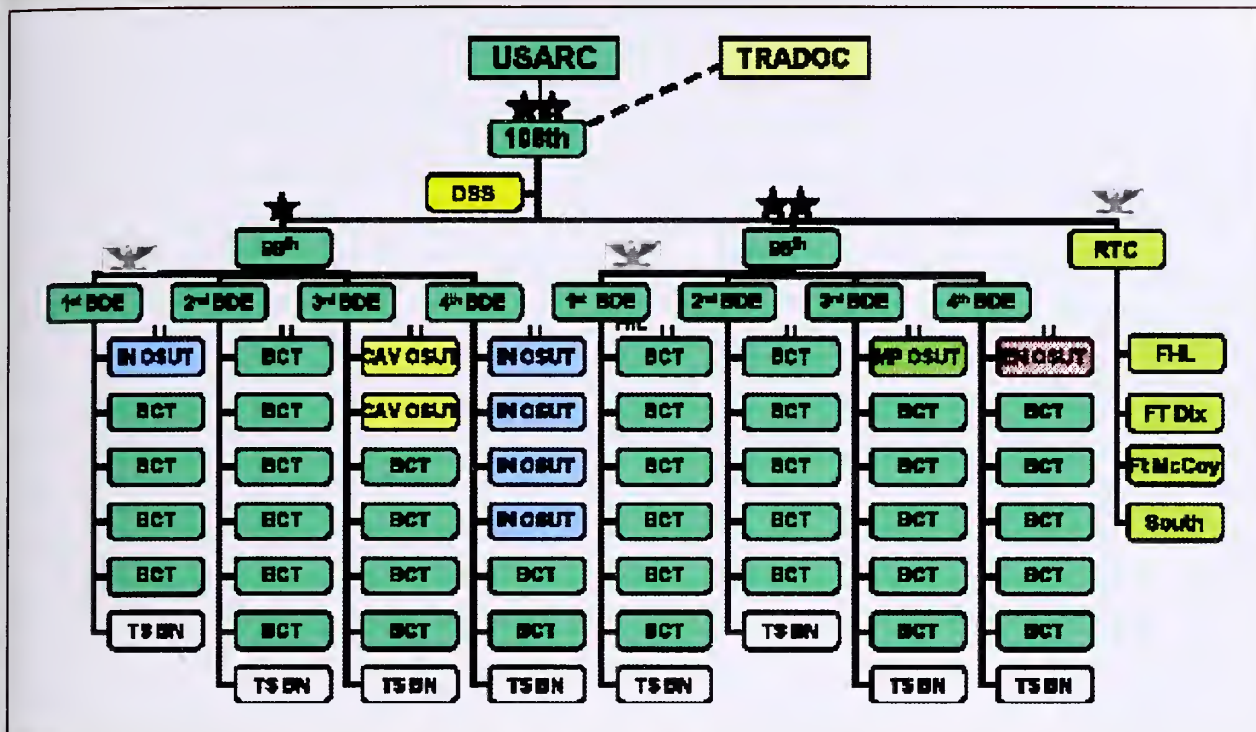
Post-1 October 2007 108th Training Command (IET) Organization (see opposite page at top):

Commander's Current Battle Focus for the 108th Training Command (IET):

IET Units Fully Staffed at 100% Qualified Drill Sergeants, Providing Support For:

- Training Base Expansion BCT/OSUT Company Cycles in mobilized status consistent with USAR ARFORGEN (Phasing out Echo Company AT)
- RTC Operations in mobilized and AT status
- Warrior Transition Course/IRR/Service training
- Army Training Center Committee/Reception Operation in mobilized and AT status
- Individual pre-mob support to O & F commands in IDT/AT
- Recruit Sustainment Program (Pre-BCT) in IDT
- ROTC Warrior Forge, Basic Camp





and West Point Cadet Training

- O/O Foreign Military Training Missions

TY 2007 year marked the culmination of a four-year battle plan that MG Charles E. McCartney implemented as 108th Division (IT) Commander, closed a chapter to over 900 mobilized and deployed 108th Division Soldiers and began the Transformation from the 108th Division (IT) to the 108th Training Command (IET).

The Change of Command was executed in March 2007 and the Command was passed on to MG James B. Mallory III who was instrumental in directing and formulating the 108th Division (IT) as we knew it before the Army Reserve Transformation of today.

MG Mallory took the primary lead on expanding the 108th Division boundaries from two states around the year 2000 (NC, SC) to six states (NC, SC, FL, GA,

AL, MS) and Puerto Rico by 2004. This was known in the 108th Division as the MURP Operation. In 2007 he again forged new boundaries in support of the Army Transformation Plan that expands the boundaries to the forty-eight contiguous states, Hawaii and Puerto Rico.

During 2007, the G1 team pulled together to offset mobilizations of key personnel (CW2 Cornellier and MAJ Myrick) during this four and a half month period and continued to work hard and met all challenges. In addition, the Tactical Operations Center that was established to assist with the Mobilization of over 900 Soldiers in support of Operation Iraqi Freedom as it started to wind down. The members of the TOC continued to be critical to the successful redeployment



of the Soldiers and were disbursed amongst the Division Staff to include the G1

section. This enabled the G1 section to continue to monitor and control the flow of returning Soldiers ensuring that each of them received the attention that they each needed. A continued challenge is the tracking and monitoring of mobilized Soldiers in the continued fast past environment of the Reserves. This includes cross-leveled

Soldiers that supported the 108th Division for the FA-TRAC Mission.

G1 of the 108th Training Command held a process working group to sort our business practices between the 98th Div G1 and the 98th Training Support Team. This strategic three day session set the stage for the first year under the new structure and was well worth the time.

During this period the 108th was responsible for several SRPs in support of mobilizing Soldiers. We, in the G1 conducted SRPs for several of our own mobilized Soldiers along with cross leveled Soldiers. When the SRPs were run for our own Soldiers the unit was able to control the location and logistics. These SRPs consistently went smoother and without issue. Conversely, when SRPs were conducted for Soldiers not under our direct control at a location determined by someone else, the preparation and execution was not optimal. These tended to be a little more cumbersome, because there were so many unknown factors that could affect the process of the SRP. Although an advance party preceded the arrival of the mobilizing Soldiers in order to survey the site, things did not always go as planned. Some of the factors the SRP team had to contend with was the building setup, not having computer connection, or space for the staff. Also a lack of equipment at the SRP site such as copiers to make copies of SRP packets hindered the efficiency of the process. Attempts were made to control equipment by sending the items needed with the advance party. However, that was not always possible for SRPs conducted far away such the one conducted at Fort Hunter-



The Griffon Spring 2006



The Griffon Fall 2006

LTC/O-5 and a CW3 420A. In November 2007 the G1 of the 98th Division and the



Liggett, CA. Overall, the SRPs went well. Whenever teams encountered problems the staff always remained professional and overcame the challenges.

The awards section at that time was a very busy section; SSG Gardner was at several different locations to assist MG McCartney and MG Mallory with the Welcome Home Warrior Citizen Ceremonies. These awards were handed to Soldiers as they got off the plane at the Demobilization station. This practice went extremely well and is highly recommended for future Demobilizations. The Soldiers were very appreciative of not only receiving the awards, but the fact that the 108th Training Division (IT) Commanding General was there to greet them as they got off the plane was a huge signal to them that the 108th Training Division (IT) was there for them.

The 108th continues to have elements engaged in missions — standup of Regional Training Centers (RTC's) to conduct individual theater specific training in support of deploying MTOE Army Reserve units; continued deployments in support of training of the Iraqi Army and National Police and Afghan National Army Basic Training; current Echo Company training base expansion missions; a task force conducting individual training for the IRR and Navy; establishing greater mission capability through expanded Drill Sergeant School accessions and courses; and near term objectives identified to be seized during this TY by mobilizing companies and battalions in support of growing the

Army end strength and expanding to meet the surge using IET Companies in both AT and mobilized status. The 108th continued the process of reorganizing headquarters structure and functions to effectively and efficiently guide the campaign and provide resources to our Drill Sergeants and Cadre who are engaged on the front lines.⁹¹

The beginning of CY 2007, G3 structure of the consisted of an Operations and Plans Team. Their duties included overseeing the mobilization taskings of the 108th Division, in conjunction with the G1, to fill or return taskings that could not be filled. The mobilizations were coordinated as a “cradle to grave” process, ensuring the Soldiers assigned were properly returned to their original unit of assignment. The Operations Team was also responsible for the oversight and training of subordinate unit designated personnel concerning ammunition forecasting, usage and turn-in by implementation of the TAMIS software. The Operations Team was also the overseer of G-3 specific and command organized conferences throughout the year. This included the Change of Command ceremony and related conference at Fort Jackson, SC in March 2007, the initial Training Command organization conference in April 2007 in Charlotte, NC and the Full-Timers conference held in Orlando FL at the end of July/beginning of August 2007. It also included the setup of the General Officer's Steering Committee (GOSC) at Key West, FL in January 2007 and the Battle Focused Readiness Review (BFRR) at Fort Jackson, SC in December 2007. The Plans and Operations Team



closed out the Division's Organizational and Inspection Program (OIP) with three command inspections (7th Brigade in January 2007, 2d Brigade in March 2007 and 8th Brigade in June 2007).

As a part of the Army Transformation, separate Mobilization, Plans and Training sections were created in the G3/7 to oversee the related missions as they pertained to the headquarters and the 98th Division (IET), with plans to include the 95th Division (IT) once the transformation is completed in October 2008. The Operations Team retained oversight of the ammunition requirements of its subordinate units, as well as those of the RTCs. A Taskings and OPORD business practices policy was established and mission requirements were sent to the divisions for execution.

Mobilization

The 108th Training Command has maintained between 900-1100 Soldiers on mobilization orders for any given month in support of OIF, OEF and ONE. During Training year 2007, the 108th mobilized 459 Soldiers on new tours and demobilized 1033.

The 108th's major mobilization activities for this period have been associated with the demobilization of FA-TRAC and the mobilization of RTC operations. The 108th continues to support other GWOT missions by cross-leveling Soldiers to other Commands which included 96 Soldiers for TY07.

FA-TRAC demobilized through multiple stations to include FT McCoy, FT Hood, FT

Bliss, and FT Riley. Soldiers on FA-TRAC supported Operations in IRAQ under MNF-I working for Multi-National Security Transition Command – Iraq (MNSTC-I) and for the Multi-National Corps – Iraq (MNC-I) assigned to Transition Teams for both military and police.

RTC Operations began with the mobilization of 2/321 1BDE of the 98th DIV out of Perrine, FL to Fort Hunter Liggett, CA. RTC West is one out of four Centers that was piloted by the 108th Training Command to support new Pre-Mobilization requirements. Units will cycle through RTC Centers while in the ARFORGEN Ready Phase and will be trained on TSIRT.

Mobilization and Demobilization Matrixes:

Year	Month	MOB Count	AROC Tasking	Internal Support	OPORD Mission	Voluntary Assignment
2007	JAN	31	10		21	
2007	FEB	17	1	3	13	
2007	MAR	22	7		14	1
2007	APR	27	8		19	
2007	MAY	15	7	1	7	
2007	JUN	35	8	1	25	1
2007	JUL	48	16		32	
2007	AUG	52	6	6	40	
2007	SEP	110	3		107	
2007	OCT	19	5		13	1
2007	NOV	45	5		39	1
2007	DEC	13	8		5	
	434	84	11	335	4	

Missions Supported:

FA-TRAC	6
TF Marshall.....	27
TBE	62
RTC	111

Year	Month	DEMOB Count	AROC Tasking	Hold	Internal Support	OPORD Mission	Voluntary Assignment
2007	JAN	24	3			21	
2007	FEB	34	2			32	
2007	MAR	54	1		1	51	1



2007	APR	17	3	1	12	1
2007	MAY	391	4	3	381	3
2007	JUN	276	6	1	267	2
2007	JUL	20	6	1	11	2
2007	AUG	41	7	1	33	
2007	SEP	112	8	7	95	2
2007	OCT	94	11	7	70	4
2007	NOV	57	10	1	45	
2007	DEC	168	1	7	156	2
		1288	62	16	1174	17

Missions Supported:

FA-TRAC	913
TF Marshall.....	8
TBE	130

G7 Training:

From 1 January through 30 September 2007, the TASS mission continued to be a bright area for the 108th Division (IT). The TASS mission statistics for Fiscal Year 2007 are shown below:

Classes Conducted:

MOST.....	126
NCOES.....	43
SQL/ASI/Refresher	54
Total Classes:	223
Total Soldiers attending training:	4929
Total Soldiers completing training:	4799

Effective 1 October 2007, the TASS mission was transferred to the 80th Training Command (TASS), located in Richmond, VA. The exception to the transfer was the retention of the USAR Drill Sergeant School, located at Fort Jackson, SC. (See next page).

Mobilizations Supporting OIF:

Our deployed Soldiers from across the Training Command, and indeed the

entire USAR, were organized, trained, deployed and redeployed in good order. Their mission was to conduct training and advisory missions in support of the Multi-National Security Transition Command – Iraq (MNSTC-I) and the Military Transition and National Police Transition Team (MiTTs and NPTTs) advisor mission in support of the Multi-National Force – Iraq (MNF-I) Iraq Advisory Group. Our officers and noncommissioned officers (NCOs) functioned in critical leadership positions and distinguished themselves on a daily basis. Our troop presence was found at the Iraqi Army Battalion, Brigade, Division, Iraqi Ground Forces Command and Ministry of Defense levels.

Our MiTTs were on the tip of the spear, embedded with Iraqi Army units, engaging the enemy, and taking the Iraqi Army to a new level of competence and respect as an institution. In most cases these mobilized Soldiers slept, ate and worked with their Iraqi counterparts. Our Rough Riders patrolled the streets of greater Baghdad, Baqubah, Fallujah and Mosul on a daily basis. The 108th can be justly proud of the sacrifice of these Soldiers, their Families and employers. But these accomplishments were not achieved without a price –and we not only remember those who suffered wounds and other injuries in theater, but also commit to be there for them and their Families in the future. Finally, we remember those who paid the ultimate sacrifice, MAJ Michael Mundell, SFC Douglas Stone, and SSG Russell Shoemaker.

The 108th Training Command has maintained between 900-1100 Soldiers on





The 108th USAR Drill Sergeant School

History of the 108th USAR Drill Sergeant School

Simultaneous to 108th Soldiers serving overseas in a variety of assignments supporting the Global War on Terrorism (GWOT), operations continued in mission essential units back home. One such example was the 108th Drill Sergeant School (DSS). Considered one of the elite specialties in the United States Army, Drill Sergeants have the distinct honor and privilege to lead, teach, and mentor all new Soldiers during basic training. Drill Sergeants are often the first Army professionals a new Soldier meets. Many Soldiers remember the names of

their Drill Sergeants throughout their careers. The distinctly shaped 'brown round hat' is highly sought-after; inspiring generations of enlisted Soldiers, and is rewarded only to those distinguished Soldiers that have what it takes to graduate from Drill Sergeant School.

Drill Sergeants conduct training at all the Army's initial entry training platforms, including such important posts as Fort Jackson, Fort Benning, Fort Knox, and Fort Sill. Today, Drill

Sergeants are the 108th Training Command's primary weapon system, and make-up more than half of the command's assigned personnel.

Generating 108th Drill Sergeants requires maintaining a rigorous internal



professional training program. The 108th Drill Sergeant School runs this program. Many of the 108th's best Drill Sergeants, called Drill Sergeant Leaders, staff the DSS. Headquartered at Fort Jackson, SC, the 108th DSS serves as the training center for all 108th Drill Sergeants. In order for the 108th Drill Sergeant battalions and companies to execute their basic training missions, a constant re-supply of new Drill Sergeants is necessary to grow units and cover personnel attrition. The 108th DSS trains and certifies these new Drill Sergeants. Other Institutional Training Divisions (IT) Drill Sergeant Schools, such as the 98th and 95th, had the same requirements. The other Divisions operated schools across the country similar to the 108th's, with Drill Sergeant elements at more than 25 locations across the country. The years following 9/11, energized by transformation and ARFORGEN principles, would see many changes to the 108th Drill Sergeant School.

During the GWOT years, the U.S. Army Reserve Transformation Integration Campaign Plan and Army Campaign Plan Decision Point 74 (ACP DP 74), required that Army Reserve IET units be consolidated under the newly designated 108th Training Command (IET). To achieve this the 108th gave up its TASS and Professional Development Structure, but gained authority and responsibility over all the Army Reserves' Drill Sergeants. Accordingly, effective 1 October 2006, the 108th Division (IT) assumed command and control (C2) of two Drill Sergeant Schools (80th and 98th Divisions), and OPCON of the remaining

three Drill Sergeant Schools. On 1 October 2007, the 108th was officially re-designated as the 108th Training Command (IET). On 1 October 2008, the 108th Training Command (IET) completed the final phase of consolidation when it assumed C2 of the 95th Training Division (IET), and its Drill Sergeant School.

Consequently, during this period the 108th Drill Sergeant School assumed new responsibilities and missions. Complex challenges had to be overcome. The structure changes resulted in consolidation at two locations, Fort Jackson, SC, and Fort Knox, KY. The new DSS reorganized into four (4) subordinate companies, and eight (8) detachments. DSS structure around the country now reported to a single headquarters. Drill Sergeants Program of Instruction (POI) changes occurring during this period necessitated new training procedures and training in additional tasks. Drill Sergeant Leaders had to be re-certified. Additionally, the Drill Sergeant School added the Warrior Leadership Course (WLC) to its program. The WLC addition significantly reduced the command's problem with unqualified Drill Sergeant Candidates. New schedules enabled completion of WLC just prior to DSS.

During the years just prior to the consolidation, and up to the present day, the 108th Drill Sergeant School also planned and managed several new methods of training and graduating Drill Sergeants. Through much of the GWOT period, Drill Sergeant staffing across the respective





commands was problematic. Personnel shortages were common. Assigned strength was too low. Major new efforts and initiatives were needed to generate sufficient new Drill Sergeants. Only with sufficient personnel strength could Drill Sergeant Battalions successfully complete their assigned missions. The methods the command used to train new Drill Sergeants were called "options." At one point, the Drill Sergeant School managed five (5) different options for completing training. These options were designed to suit the personal, family, and civilian career needs of new Army Reserve Drill Sergeant Candidates. Candidates could choose from one of these options. The original options included phases consisting of multiple monthly drill weekends, and one or more 2-week

Annual

Training phases. Eventually experience confirmed that two options were most effective. Training on drill weekends was eliminated. The time necessary to complete training, and the travel expense involved to conduct those phases proved unsuccessful. The two preferred options consisted of two ADT periods of 28 days, or one period of 56 days. All training with these two options took place at either Fort Jackson or Fort Knox. Training at these two locations ensured the highest standards of training venues and equipment were met. Unsurprisingly, Soldiers ambitious enough to meet the high standards of the DSS proved aggressive enough to complete training with maximum efficiency.

The decisions made during this period resulted in dramatic increases in new Drill



Sergeant production. In 2005, prior to consolidation, the Army Reserve only produced 117 new Drill Sergeants. By 2007 graduation numbers reached 254. By 2009, following consolidation and implementation of the other changes within the new 108th Drill Sergeant School, 511 new Drill Sergeants graduated. This more than fourfold increase in new Drill Sergeant production was only possible because of the excellent leadership and skill shown by the 108th Drill Sergeant School. The DSS is the

only school in the Army Reserve led entirely by Non-commissioned officers. These fine trainers and leaders assembled the necessary team, designed effective program options, and conducted outstanding training, resulting in the graduation of more than 2000 new Drill Sergeants since 9/11.

"This We'll Defend"



mobilization orders for any given month in support of OIF, OEF, ONE and other cross level operations. During Training year 2007, the 108th mobilized 434 Soldiers on new tours and demobilized 1,288. Mobilizations supporting OIF alone utilized about 916 108th Training Command Soldiers through the first six months of 2007. The approximate breakdown is as follows:

Mission	Number of Soldiers	Mission
MiTT.....	382 Soldiers	Train/Advise 1st, 3rd and 5th Iraqi Army Divisions
MNSTC-I.....	360 Soldiers	Train/Advise Iraq Ministry of Defense/IGFC
NPTT.....	174 Soldiers	Train/Advise 1st Iraqi National Police Division

The 108th Training Command continued to operate a fully functional Tactical Operations Center (TOC) throughout 2007 to support our deployed Soldiers and Families throughout the mobilization, deployment and redeployment of our Soldiers.

In addition to the operating TOC in Charlotte, NC, the 108th Training Command developed a second-to-none Family Readiness Program to support our mobilized Soldiers. The 108th Division (IT) received the Army Reserve Department of Defense (DOD) Family Readiness Award for the second year. The nation's top Family Readiness Program award was presented to the Foreign Army Training Command (FA-TRAC), here, on 16 February 2007. The FA-TRAC 108th Division provided 100 percent of the mobilized Reservists and their

Families a detailed mobilization book and compact disc containing an online, web-based program that presented supporting web sites and mission information. In addition to shipping at least one care package to every mobilized Soldier in theater, the Family support group collected and distributed more than \$23,000 in international calling cards and provide them to the mobilized Reservists.

Logistics played a major role in the transformation as well. One of the most significant challenges that the G-4 section faced in 2007 came as part of the transformation of the overall command. On 1 October 2007, the 108th Training Command assumed Command and Control of the 98th Division (IET), Headquarter in Rochester, NY along with its four subordinate brigades and direct reporting units throughout an eleven state area. Next year on 1 October 2008, the 108th Training Command will assume Command and Control of the 95th Division (IET), Headquarter in Oklahoma City, Oklahoma along with its four subordinate brigades and direct reporting units throughout a sixteen state area.

The main focus of the reservists in the G-4 section is to provide assistance to subordinate units during the training year. This is part of a continuing effort to build skills and professionalism in logistics throughout the Command at all levels, and is accomplished through staff assistance visits to all units in the Command, as well as conducting Command Supply Discipline Program evaluations and Command Inspections as required.



The full time personnel of G-4 continued to monitor and managed the budgeting of the section and logistical coordination of units. Major efforts were expended by full time and reserve personnel in procuring equipment for units' annual training requirements. All units performing annual training did so without major problems related to logistics. There were no shortfalls of equipment or funding that impacted training.

The G-4 started looking at Best Practices of the 108th, 98th, and the 95th early in 2007 to standardize processes. C2 of the 95th was not to occur until October 2008; they were included them in all planning so they would have direct input. Best Practices has set the stage for the first year with the 98th and will continue smoothly when the 108th pick up the 95th in 2008.

Transforming the 108th Division (IT) to the 108th Training Command (IET):

On 1 October 2007, the 108th Division (IT) transformed to become the 108th Training Command as part of the Army Reserve's Transformation moving from a strategic reserve to an operational reserve. The division relinquished control of its TASS units to the 80th Division (IT) and will now focus on Initial Entry Training (IET) units.

TRANSITIONAL ACTIVITIES:

ACP DP 74 (Army Reserve Institutional Training Structure) was approved by Army Leadership on 24 February 06. This decision approved a course of action to consolidate all IET structures under the

108th Training Command (IET) and all school (TASS) structures under the 80th Training Command (TASS). This concept plan addresses the consolidation of all Initial Entry Training (IET) structures under the 108th Training Command (IET). The 108th Training Command (IET) will provide trained and ready IET assets to TRADOC for normal summer surge in an annual training status and/or as required for training base expansion under mobilization conditions. The 108th Training Command (IET) will be the sole Army Reserve IET asset provider to TRADOC.

DRILL SERGEANT SCHOOL:

In preparation for the standup of the USAR Drill Sergeant, the Drill Sergeant School of the 108th Division took command and control of the Drill Sergeant Schools of the other five Divisions (IT). Based on the command relationship with these schools and a memorandum of agreement, the former 108th Drill Sergeant School commenced the transformation process of becoming a key aspect of a unified Initial Entry Training Command for the entire Reserve Force.

IET BATTALIONS AND BRIGADES:

Effective 1 October 2007, command and control for all existing IET structure transitioned from its current command and control relationship to a new structure that would eventually be subordinate to the 108th IET Command. IET structure at the battalion and brigade level was assigned to the 98th and 95th Divisions



(IET). In preparation, numerous coordination conferences, discussions, planning sessions and conferences were held to “set” the new command and control relationships, establish lines of communication and clarify policies and procedures for all levels of the new organization. Under the new configuration, 98th Division, formerly a headquarters with both Total Army School System units and

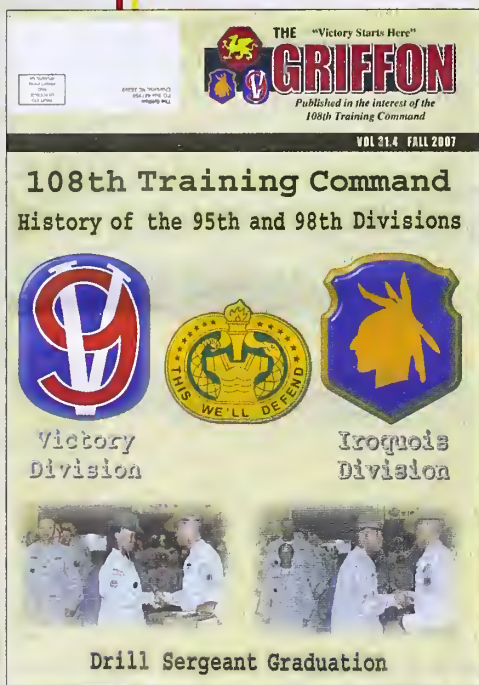
Initial Entry Training units became a command and control headquarters with four subordinate brigades and twenty three IET battalions. Battalions will be of both Basic Combat and One Station Unit Training configuration. An integral part of this process is the reduction in total structure from fifty three to forty six IET battalions and from twelve to eight brigade

Brigade with subordinate Reception and Committee Battalions. As an associated part of Training Transformation, the Training Support Brigades will be replaced with eight Training Support Battalions, each reporting to one of the eight Training Brigade Headquarters. This modification to the former structure created the requirement for the disestablishment of six brigade headquarters, six reception battalions, one committee battalion and the reorganization of five committee battalions. To retain both Reserve and Full Time Support expertise and resources at each of the disestablishing unit locations, disestablishing structure was replaced with similar, but smaller quantities of structure, reporting to each of the new Training Support Battalions.

On the opposite page is an organizational chart for the 108th Training Command (IET), which reflects the end-state organization after full implementation of the approved concept plan. The chart reflects the location of subordinate divisions, brigades, and battalions.

DCSFOR, 108th Training Command (IET) reviewed/prepared all TDA change requests, DA Forms 2028, for FTS and TPU personnel, prior to submission to USARC. All requests were prepared IAW Table 5-1, USARC Reg 570-1.

IAW with the approved Concept Plan for the 108th Training Command (IET) and Congressionally-approved BRAC actions, DCSFOR prepared and submitted 41 Restationing Request Packets. In addition DCSFOR submitted 16



The Griffon Fall 2007

headquarters. The 108th Training Command has committed to replacing structure in every location where a unit is being disestablished. To meet this commitment, more than thirty re-stationing actions were submitted to the appropriate Regional Readiness Support Command, based on geographical location of the unit being disestablished.

TRAINING SUPPORT BATTALIONS:

The Training Divisions (IT) were supported by a Training Support



Relocation Request Packets. The packets encompassed unit moves throughout the continental United States, requiring careful review by the staffs of 10 RRCs. Final review/approval for most packages is at USARC. Those involving moves onto Department of the Army installations require additional review and final approval by Department of the Army.

In October 2008, the 108th Training Command (IET) will have command and control of every IET unit in the United States, totaling over 7,000 Soldiers. The 108th Training Command will consist of two divisions. The first division, currently under the command and control of the 108th, is the 98th Division (IET), which will be commanded by a brigadier general, is located in North Rochester, NY. The division consists of four brigades. They are: 1st Brigade, located in Columbus, GA; 2d Brigade, located at Fort Jackson, SC; 3d Brigade, currently located at Fort Knox, KY and 4th Brigade, currently located in Beaver Dam, WI. The second division, to come under the command and control of the 108th Training Command (IET), is the 95th Division (IT), which is located in Oklahoma City, OK. This division also consists of four brigades. They are: 1st Brigade, located in Lawton, OK; 2d Brigade, located in Vancouver, WA; 3d Brigade, currently located in Salem, VA and 4th Brigade, currently located in Buffalo, NY.

Each brigade will have a training support battalion – which will include a reception company. There are currently twelve OSUT battalions in the Training

Command, designated as Infantry, Cavalry, Military Police or Engineer. The Training Command's mission will be to help the Active Army in both expansion of the training asset (Echo Company missions) and be an ongoing part of the operational reserve. The remaining Training Commands will be the 80th Training Command (TASS), 84th Training Command (Leader Readiness) and the 75th Battle Command Training Division (BCTD).⁹² Finally, the 108th Training Command assumed the USAR Drill Sergeant School mission and is responsible for command/control and production of all USAR Drill Sergeants.

Task Force 802 - USAR Regional Training Centers:

In 2007, the Division was tasked to be the force provider and subsequently to command and control three Army Reserve Regional Training Centers (RTC) at Forts Hunter-Liggett, California, Fort McCoy, Wisconsin and Fort Dix, New Jersey to provide three weeks of training to deploying Army Reserve units in individual pre-mobilization training in required TSIRT tasks, thereby reducing post-mobilization training time from 60-90 days to on average less than 30



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The Origination of the Regional Training Center

On 19 January 2007, the Secretary of Defense issued the Memorandum Utilization of the Total Force which directed the US Army Reserve to mobilize for a maximum of 365 days. This was a change to the previous policy which directed that mobilizing US Army Reserve Units would complete 365 days boots-on-ground (BOG) plus any additional post-mobilization train up time required by the unit prior to arrival in theater.

Since the directive issued was to reduce the total mobilization time, a balance had to be identified between train up and mobilization so commanders could utilize a mobilized Soldier for the maximum amount of time in theater as possible. LTG Stultz, Chief Army Reserve, in turn directed the US Army Reserve Command (USARC) to minimize the post-mobilization training time through training of Soldiers and units during pre-mobilization training at Regional Training Centers (RTC) when the units were in an ARFORGEN Ready Phase. The RTCs were directed to conduct Theater Specific Individual Required Training (TSIRT) in support of the Reduction of Post-Mobilization Training (RPMT) efforts.

During a General Officers conference, determination of appropriate training resources and personnel was questioned as to which Reserve units could meet the mission training requirements. MG Mallory identified the ability and professionalism of the 108th TC Drill

Sergeants to be the best training resource for this mission. Given the proven track record of the 108th TC, MG Mallory's recommendation was accepted.

In May 2007, USARC directed the 108th TC to provide an Operations Officer and Operations NCO to the USARC G7 to develop the RTC training mission. Additionally in May 2007 the 2-231st was mobilized to Ft. Hunter-Liggett, CA. to train Soldiers on the 32-12 Warrior Tasks. As a part of the RTC concept proof of principle, the BN was augmented by a detachment of Small Arms Readiness Group (SARG) instructors from the SARG BDE of the 70th TC. The augmentation of subject matter experts would provide the individual Warrior Task expertise of the Drill Sergeants as well as the tactical weapons knowledge of the SARG.

July 2007 saw the first mobilization of Soldiers in support of this mission. 2-231st mobilized an Advanced Party to begin the critical tasks of establishing a command location to begin operations of RTC-West. The ADVON was commanded by CPT Angela Warner. With minimal support on the ground at Ft. Hunter-Liggett as well as limitations of the installation, the 2-231st ADVON had an unenviable task of building a RTC from scratch.

During July 2007, MG Mallory and COL Smith, ADC-Support, met with MG Bell to further clarify the Command and Control



relationship issues that were playing a role in the development of the mission.

On 2 Aug 2007 the concept brief for Task Force 802 and subsequent command and control was presented to the 108th TC. The creation of TF802 would provide the command and control support to not only the 2-231st and the development of Ft. Hunter-Liggett but it would also be the primary C2 cell for the future mobilizations and activation of the follow on RTCs across the country. The final implementation of TF802 would not come for several months. USARC maintained command and control of the mission into early 2008.

On 14 Sep 07, the main body of 2-231st was mobilized to Ft. Hunter-Liggett, CA. The total personnel count for the 2-231st was now up to 175 Soldiers. These Soldiers were appropriately named Task Force Genesis by USARC.

TF Genesis was commanded by COL Bob Sanders, with LTC Johnson working as the 2-231st BN CDR. There were numerous operational issues that had to be resolved immediately upon arrival at Ft. Hunter-Liggett. Limitations of installation support personnel required that the TF Genesis cadre have to build and configure many of their facilities and training sites on their own. Securing ammunition was an immediate objective that had to be resolved. Due to the implementation timeline of the RTC mission, TF Genesis did not have the luxury of forecasting expected ammunition requirements and allocations. There were no ammunition contracts available to provide immediate ammunition support to the training. Other issues such as where to store weapons or ammunition on Ft. Hunter-Liggett had to be overcome.

Acquiring adequate ammunition, insufficient communications equipment and appropriate training aids could have jeopardized training effectiveness. However, TF Genesis cadre was able to overcome these obstacles with ingenuity, hard work and resourcefulness. The Task Force had to literally build as they trained. The cadre and Drill Sergeants effort's resulted in outstanding Warrior training.

Financing the various expenditures would not have been possible without the diligent efforts of LTC Josey, the TF 802 Budgeting Officer. Each of the RTCs faced their own individual challenges with having monies available to them. RTC-West had to tackle the issues of funding Defense Travel Expenses as well as securing funds to provide the 55% per diem for the mobilized Soldiers. A key challenge was the routing of funds through USARC to the 108th TC down to the RTCs.

Although there were difficulties and challenges to overcome, the mission to train Warriors was still the primary focus. On 2 Nov 2007, TF Genesis began training its first cycle of pre-mobilization Warriors. During this very first training cycle, TF Genesis also mobilized an installation support detachment of 32 low density MOS personnel to Ft. Hunter-Liggett. These individuals provided much needed personnel support at the installation level.

The initial concept of the RTC had finally been realized with the functional training of Warrior units by TF Genesis. The growth and development of the RTCs quickly expanded. On 3 Jan 2008, Soldiers were mobilized to Ft. Dix, NJ in order to begin operation as RTC-East. The RTC-East command team



included COL Schmid as the BDE CDR, SGM Lycett as the BDE CSM, LTC Renaldo as the BN CDR and CSM Kelly as the BN CSM. With TF Genesis operating at Ft. Hunter-Liggett, CA and RTC-East operating at Ft. Dix, NJ, TF 802 took overall Command and Control of TF Genesis in Feb 2008. With the C2 assumption of TF Genesis by TF 802 the name and identification of TF Genesis was officially changed to RTC-West.

The pre-mobilization training mission was once again achieved on 1 MAR 2008 as RTC-East received and began training their first pre-mobilization Warrior units. This milestone was achieved just days before the mobilization of RTC-North at Ft. McCoy, WI. RTC-North was mobilized on 3 Mar 08 and included the command team of COL Mooney as the BDE CDR and LTC Zankowvich as the BN CDR. With two RTCs training Warriors, RTC-North experienced a number of similar issues that the other two RTCs had dealt with. Each RTC suffered similar challenges simply due to the limitations of each host installation. As with the previous RTCs, the instructors and cadre at RTC-North successfully worked through the challenges and received their first pre-mobilization Warrior unit on 3 May 2008.

With Regional Training Centers operational at Ft. Hunter-Liggett, CA, Ft. Dix, NJ and Ft. McCoy, WI, there was an attempt to open a fourth RTC at possibly Ft. McClellan, AL or Ft. Rucker, AL. On 15 May 2008, personnel were mobilized in order to open RTC-South but within days of the mobilization USARC determined there was no longer a need for a southern RTC. A number of the Soldiers and cadre that were originally battle rostered to

develop RTC-South, were redirected to become the second iteration of cadre at RTC-West.

In conjunction with meeting the mission requirements of training pre-mobilization Warrior units, RTC-West also supported the annual Pacific Warrior training exercise in June 2008. The following month RTC-North similarly supported Patriot Warrior at Ft. McCoy, WI.

Currently each of the RTCs is on their third iteration of mobilized cadre, staff and support personnel. RTC-West, being the first training center, mobilized their second iteration of cadre on 15 July 08 followed the next year by the third iteration on 15 July 09. RTC-West's fourth iteration of training cadre will mobilize 15 July 2010.

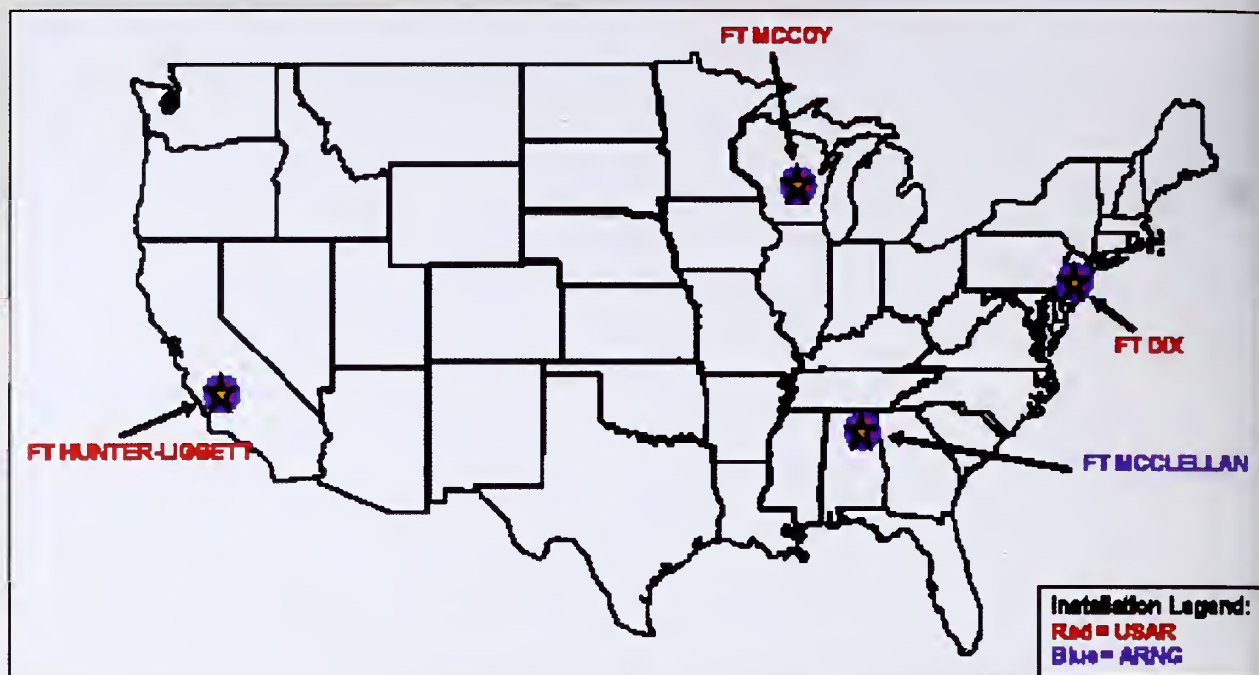
Similarly, RTC-East, after mobilizing initially on 3 Jan 08, mobilized each of its subsequent staffs on 3 Jan 09 and 2 Jan 2010. RTC-North was originally mobilized on 4 Mar 08 with each follow on mobilization occurring on that anniversary.

The modification to the TDA and other personnel requirements during the evolution of the RTC concept resulted in a reduction of staff not only at the RTC level, but also to TF802. Originally developed for a staff of 175 in a BDE and BN task organization, each of the RTC's saw their alignment remove the BDE staff and leave the BN in place. The overall personnel reductions have brought the number of instructors and cadre down to 128 per BN.

The final tasking for TF802 was completed in Nov 2009 as the TF relinquished final Command and Control authority back to the 108th TC. Task Force 802 was demobilized after successfully building a truly amazing training program within the US Army Reserve.







days. Task Force 802 was established in Charlotte to command the RTCs. Three battalions and a task force headquarters have been mobilized on a rotational basis to execute this ongoing mission. (.)

The mission of the RTCs is to minimize post-mobilization/pre-deployment training by training Soldiers and units during pre-mobilization at Regional Training Centers (RTC) in ARFORGEN Ready Phase. RTCs will conduct Theater Specific Individual Required Training (TSIRT) in support of the Reduction of Post-Mobilization Training (RPMT) efforts. The concept of the Regional Training Command began at Fort Hunter-Liggett, CA with the Task Force Genesis mission, in which a command cell and elements of a Drill Sergeant battalion were mobilized to certify Soldiers on their assigned weapons, as well as to conduct battle-related training prior to arriving at the unit's designated mobilization station. The future scope of training provided to

units includes individual, collective and leader tasks.

The 108th Division (IT) was selected to "incubate" the command team that would oversee the organization and operation of four regional training sites across the nation, with the plan in no more than three years to become a separate command organization to handle this mission. The first drill sergeant battalion, 2d Battalion 321st Regiment from Perrine, FL, mobilized their headquarters and three expanded company elements in August 2007 to conduct this training.

As of the close of 2007 the RTC footprint and supported areas are shown on the map.

MG Mallory's Vision for the 108th Training Command (IET):

The 108th Training Command IET units will achieve and maintain a high state of unit and individual readiness





As of:
5 FEB 09

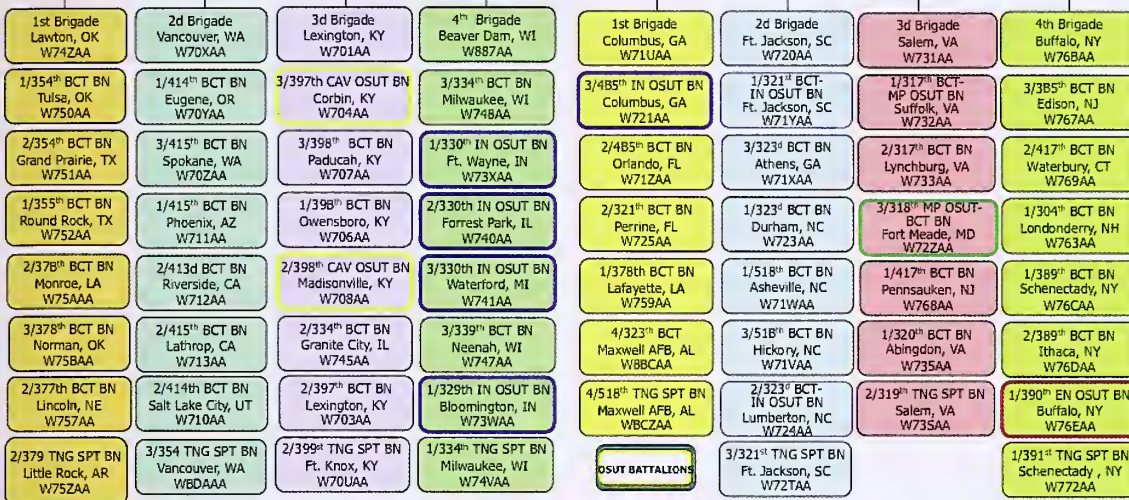
108th Training Command (IET)
Charlotte, NC (W71TAA)



95th Training Division (IET)
Oklahoma City, OK (W74YAA)

USAR DSS
Ft. Jackson, SC
W72NAA

98th Training Division (IET)
Rochester, NY (W761AA)
PL = Ft Benning, GA



With Brigade C2 Realignment

108th Training Command (IET)

ARRC-TNC

to execute missions consistent with ARFORGEN in support of Growing the Army (TRADOC TBE), provide individual Warrior Training in support of Army Reserve Operational & Functional commands; be a critical enabler in USAR pre-mob training (RTC); assist USAR units in retaining future Soldiers (RSP); and provide trainers and staff in support of training and operational requirements of the Global War on Terrorism. Within our ability to resource, we will train Soldiers from all components, Active Duty, Army Reserve and Army National Guard. We will conduct training where and when it is most beneficial to support units and structure our organization to meet the training requirements of our customers.⁹³

MG Mallory's Current Battle Focus for the 108th Training Command (IET):

IET Units Fully Staffed at 100% Qualified Drill Sergeants, Providing Support For:

- Training Base Expansion BCT/ OSUT Company Cycles in mobilized status consistent with USAR ARFORGEN (Phasing out Echo Company AT)
- RTC Operations in mobilized and AT status
- Warrior Transition Course/IRR/Service training
- Army Training Center Committee/ Reception Operation in mobilized and AT status
- Individual pre-mob support to O & F commands in IDT/AT



- Recruit Sustainment Program (Pre-BCT) in IDT
- ROTC Warrior Forge, Basic Camp and West Point Cadet Training
- O/O Foreign Military Training Missions

FAMILY READINESS:

For the third year in a row the 108th Training Command (IET), has won the DOD Family Readiness Award by focusing on four key objectives. The first objective was to demonstrate the linkage between family readiness

to define elements of family readiness and mission readiness, and advertise the mission benefits of achieving family readiness. To tackle this goal, the 108th Training Command established a full and part-time structure and duty positions for Family Readiness. A TDA TPU Family Readiness position was established at each of the eight subordinate Brigades and TPU Family Readiness positions were assigned at each Battalion within the Command. This Regional Family Readiness concept also contained Family Support Groups or civilian volunteers spread all across the continental United States to include Guam and Puerto Rico. Detailed Family Program structures for full-time, TPU, and volunteer positions were provided in the Command's Strategic Plan (STRATPLAN). The STRATPLAN's Unit Family Readiness Scorecard displayed how successfully we were able to link family readiness to mission readiness.

All units within the command were assessed monthly with respect to their status in meeting specific, measurable, and attainable Key Performance Indicators for Family Programs. Every Soldier and family was located in a Geographical Information System (GIS) to show the families' location in relation to each other and useful facilities like Reserve Centers, DEERS Sites, VA Centers, etc. The 108th also established Fort Family, an Internet site dedicated to Family Wellness. The site is set-up to link families with military and civilian resources within their geographical areas. The Virtual Volunteer Program was

Quality of Life Award

and mission readiness. The second was to implement family readiness programs and services that improve quality of life and support recruiting and retention. The third objective focused on providing Guard and Reserve members equitable and accessible benefits and entitlements. Lastly, the fourth focused on standardizing family readiness programs to ensure Reserve Component families are seamlessly integrated into the Total Force and that the mission requirements for each Service and Reserve Component provide family support to the Total Force.

In keeping with the first objective, the Family Readiness Section set the goal



established as well allowing individuals in the community to help Soldiers and the families in the geographical area. The locations of the Virtual Volunteers were incorporated into the 108th's GIS. The volunteers were informed of any needs within their area and were utilized to support the Soldiers and families in accordance with the Strategic Plan. During the Soldier Readiness Processing, Soldiers completed a USARC Form 107-R (Family Information Data Worksheet) indicating their desire for assistance from Family Support during the mission. All of the Soldiers mobilized by the 108th and their families were provided with a detailed mobilization book and CD of the Foreign Army Training Command's Yellow Ribbon. Yellow Ribbon is an online, web based, interactive program designed to provide families of mobilized Soldiers with a variety of supporting websites and mission information.

In keeping with the second objective, the Family Readiness Section set the goal to increase the number of Quality of Life programs and increase the recruitment and retention levels. They accomplished this goal by ensuring that all mobilized Soldiers and their families were enrolled in DEERS and were enabled to obtain Military and Dependent ID Cards. The Family Support Group also worked diligently to organize, prepare, and ship at least one care package to every Soldier mobilized by the 108th Training Command. This is a continued effort that will not end until all of our Soldiers return home. Periodic/monthly newsletters providing mission updates and

information regarding military benefits were published and the Family Support Group hosted numerous family morale events (picnics, bowling, family days, etc.). All mobilized Soldiers were encouraged to provide information for participation in the Faith and Civic Based Initiative which provides local community support for mobilized and non-mobilized Soldiers and families.

The Family Support Group and the Ministry Support Team also worked under the auspices of the 108th Family Wellness Team to resolve a wide array of family issues, including family assistance of returning wounded Soldiers. Ten Strong Bond events were conducted for Soldiers and their spouses after the Soldiers returned from theatre. These events focused on Soldier and family reunion and marriage enrichment. Plans have already been implemented to provide ten future Strong Bond events for additional families and the returning mobilized Soldiers.

In keeping with the third objective, the Family Readiness Section set the goal to dedicate funding in Reserve Component budgets for family readiness and quality of life functions thus allowing empowerment of commanders at all levels to use funds to support family readiness. Several programs were developed and implemented to gain recognition and support of families by civic communities at large in North Carolina. These programs include identifying local churches and civic organizations for mentoring to Soldiers and their families. Conferences were also conducted quarterly



to keep all volunteers and Family Readiness Liaisons updated on available resources for families and mobilized Soldiers.

In keeping with the fourth objective, the Family Readiness Section set the goal to establish a minimum set of standards for Total Force family readiness and provide family readiness awards to units with top family and mission readiness. This goal was met by providing unwavering service, not only to 108th mobilized Soldiers but to cross-leveled Soldiers from across the entire USAR spectrum, the National Guard, and the families of Active Duty Soldiers provided by FORSCOM. They also supported the Total Mobilized Force with 24/7 contact since 1 January 2007, serving as an integral liaison with the National Red Cross Emergency Notification System and

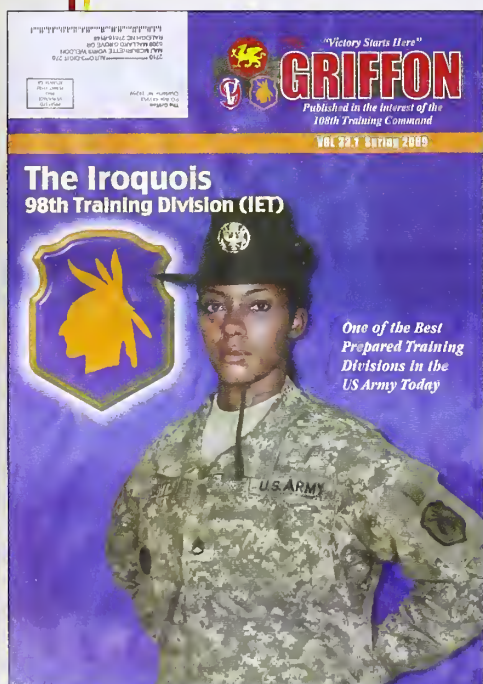
handling all family related issues.

The families of every mobilized Soldier, as well as the Soldiers themselves, were provided with phone numbers of key members of the Family Support Group who were available 24/7 and a program was implemented to provide “Blue

Star Banners” to all families of mobilized Soldiers in the command. Members of the

Family Support Group also completed the Army’s ASIST Suicide Prevention Course. During 2008, the 108th Training Command (IET) officially moved from Unity of Effort to Unity of Command and achieved its initial transformation end state with both the 95th and 98th Training Divisions as the United States Army Reserve (USAR) IET force providers. This is our initial end state as the Command will continue to evolve to meet the many challenges facing our Nation and Army for the 21st Century. Form follows function, that is, our missions will determine our force structure and stationing activities in the future. To that end, the 108th pushed the envelope to develop the most relevant and challenging missions for our Drill Sergeants, instructors and cadre.

In 2008, leaders at all levels of the Command proved their professionalism and resolve. Our Drill Sergeants and cadre were magnificent and the Army could not have met the training load without our full utilization. They demonstrated the proof of principle that the Army Reserve IET force can be counted upon to accomplish any training missions as an equal partner with the active component – whether training base expansion “Echo” missions in AT or mobilization status; pre-mobilization training for MTOE deploying units at the USAR’s three Regional Training Centers (RTCs); deployed trainers in Iraq and Afghanistan; support to ROTC Warrior Forge and LDC; Committee and Reception support to the Army Training Centers, providing Platoon Mentors for the Basic



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Star Banners” to all families of mobilized Soldiers in the command. Members of the



Officer Leadership Course (BOLC) II or in foreign military training.

As the Army Reserve looks to implement the ARFORGEN model, the 108th Training Command (IET) has been identified by USARC as the first “quick win” as an example of how to operationalize the reserve component. The TRADOC Commander has likewise recognized the tremendous capabilities as a force multiplier and cost savings that the 108th brings to the table and is advocating with the Department of the Army our full utilization to meet surge, grow the Army and ongoing incorporation into the TRADOC training base.

With the Army Reserve shifting from a strategic to an operational reserve, this is a period of unprecedented demand for our IET formations. Due to the fast moving and ever changing demands our efforts will set the force for years to come. In this, the 100th year of the Army Reserve, the 108th Training Command (IET) is transformed, prepared and ready to answer the Nation’s call.

On 1 October 2008, the 108th Training Command (IET) completed the final phase of consolidation by assuming C2 of the 95th Training Division (IET) headquartered in Oklahoma City, Oklahoma with four additional IET Brigades. At the contemplated end state, the 108th Training Command (IET) consists of nearly 10,000 Soldiers assigned to the Command HQs, Two Divisions, Eight Brigades, 46 BCT and OSUT Battalions, 8 Training Support Battalions, and the USAR Drill Sergeant School.

The 108th Training Command (IET) continued its transformation in 2008 and reached its intended organizational end state by gaining command and control of the 95th Training Division (IET). It retained control of the USAR Drill Sergeant School and continued the Task Force 802 mission in support of USARC’s RTCs. Plans have been made to transition Operational Control (OPCON) of the three RTCs from the 108th Training Command (TF802) to the 78th & 91st Training Brigades NLT 1 October 2009.

In the spring of 2008 the attrition of the full-time staff in the 98th Division’s G1 section caused a need to revisit several business practices that had been established previously. This was accomplished through the on-going dialogue maintained between the 98th Division G1 and the 98th TST and captured in a spreadsheet outlining the areas of responsibility that would shift to the 108th Training Command G1 section and what would be retained by the 98th Division.

Concurrent with the shift of the 95th Division to the command and control (C2) of the 108th Training Command, the 3rd and 4th Brigades of the 95th Division and the 3rd and 4th Brigades of the 98th Division swapped. This geographically aligned the Brigades into regions east and west of the Mississippi under the corresponding Division HQs. The 3rd and 4th Brigade units are located in the states of Virginia, Maryland, New York, New Hampshire, New Jersey and Connecticut.



The 98th Division TST spearheaded a revision to the 108th Training Command G1 Personnel Guide during 2008. This was a collaborative effort with the 95th Division TST. The revised document was published and distributed to the 108th Training Command units. Its modular format will facilitate future revisions and additions as the G1 strives to improve its business practices.

The focus for 2008 for the 95th Division TST was to fill all the vacant AGR and Mil Tech positions on the team and prepare for the arrival of the 95th Division under the C2 of the 108th Training Command on 1 October 2008. At the beginning of the calendar year only the three AGR positions were filled, but by the end of the calendar year, all positions were filled. The 95th Division TST also provided ongoing support to the Drill Sergeant School and TF 802.

As mentioned, a significant challenge the 95th Division TST G1 Section faced in 2008 came as part of the transformation of the overall command. On 1 October 2008, the 108th Training Command assumed C2 of the 95th Division (IET), headquartered in Oklahoma City, OK along with its four subordinate brigades and direct reporting units throughout a seventeen state area (Oklahoma, Texas, Louisiana, Washington, Utah, Arizona, Nebraska, Arkansas, Oregon, California, Virginia, Maryland, New Jersey, New York, Connecticut, New Hampshire). To address the changing C2 responsibilities of the 108th Training Command, and

to anticipate assuming C2 of the 95th Division in October 2008, a number of transformation visits and teleconferences occurred prior to 1 October 2008. In March 2008, the G1 of the 95th Division and the G1 of the 108th Training Command held a process working group to sort our business practices between the 98th Division G1 and the 98th Division TST. This strategic three-day session and the other visits and teleconferences set the stage for the first year under the new structure (time profitably spent).

Concurrent with the 108th Training Command assuming C2 of the 95th Division, the 3rd and 4th Brigades of the 95th Division and the 3rd and 4th Brigades of the 98th Division swapped. This geographically aligned the Brigades into regions east and west of the Mississippi under the corresponding Division HQs. The new 3rd and 4th Brigades are from the states of Kentucky, Illinois, Wisconsin, Indiana, and Michigan.

The downgrading of the 95th Division from a two-star GO command to a one-star GO Command was a great challenge to them. The G1 section of the transformed 95th Division would only be authorized five full-time staff. The 98th Division HQs went through a similar transformation a year earlier, so the lessons learned during that process proved very valuable. The continuous dialogue between the G1 of the 95th Division and the G1 of the 108th Training Command facilitated overcoming these changes.

Additional key positions added included an Equal Opportunity Officer and Post



Deployment Health Reassessment Coordinator. SGM Ronaldo Myers' mobilization tour as Post Deployment Health Reassessment Coordinator ended in the fall of 2008. He reverted to his civilian career, but continued as G1 SGM in his TPU capacity.

The original Mobilization section planned, coordinated, and executed HS SRP and HS SRP support for over 900 Soldiers mobilizing for OIF and OEF during 2008. Mobilization deployment locations for Soldiers included Kuwait, Iraq, Afghanistan, Pentagon, Charlotte; Fort Jackson – Task Force Marshall, Fort Hunter-Liggett, Fort McCoy, and Fort Dix – Regional Training Centers (RTC); Forts Knox, Gordon, Benning, Leonard Wood, and Sill – TASS instructor missions. Readiness integrated new changes to PPG for mobilization into the SRP process; Mobilization Processing Data Viewer (MPDV); Deployment Cycle Support (DCS); revised mobilization orders to meet HQDA criteria for reducing per diem rates for mobilized Soldiers. In 2008, the 108th Training Command went from 1513 Soldiers mobilized to 1145 mobilized. In order to maintain our mobilization proficiency, Soldiers from that section attended the Mobilization Planners Course at Fort McCoy.

The original Data Management section continued to produce the monthly strength report and other key reports for the G1. Reviewed and approved requests to access to RLAS and IWS.

The ongoing transformation and restructuring required the Readiness

Section to work with G1, Force Structure and 95th Division on UIC issues during alignment of 95th Division under 108th Training Command. They also coordinated with USARC on UICs deactivating. They transferred mobilized Soldiers with PUIC deactivating to new UICs and coordinated with USARC to get the DA Mobilization orders amended. The fielding of iPERMS required the Readiness Section to provide, track and report iPERMS training at our subordinate units to USARC.

During 2008, the G2 section as concentrated its efforts in the following manner in order to best support the command headquarters and its subordinate divisions: provide the Command with the supervision, training, guidance and support of Personnel Security; provide the Command with the supervision, training, guidance and support of Information Security; provide OPSEC Support and guidance to the Command and Staff; provide timely intelligence and threat analysis; support the Command with Staff Assistance Visits and Organizational Inspection Program, and lastly, provide support to the Command's Anti-Terrorism/Force Protection Operations.

A significant challenge that the G2 section faced in 2008 came as part of the transformation of the overall command. The section did experience challenges with taking ownership of personnel and tracking security eligibility statuses in JPAS, SMS, and ITRS. Challenges came from units not having appointed in writing and trained unit level security



managers which greatly impacted Soldier readiness for the command to mobilize Soldiers with the proper security clearance. New requirements also were imposed by the Department of the Army requiring certain MOSs to have a secret level security clearance (NACLC) for all 42As, senior NCOs E-7 and above, and all commissioned officers. In the past, Soldiers who were assigned to Reserve Training Commands, the majority of the reserve Soldiers were not required to maintain or even have a security clearance for the purpose of training Soldiers.

The Army's realignment of Reserve and National Guard Units from a strategic status to an operational status, our section identified PERSEC issues early on and started to develop procedures to correct this problem. We discovered quickly, that a lot of our Soldiers under the new requirements for MOS qualification and mobilization did not have the appropriate security clearance and needed to submit security clearance packet through their chain of command to Army CCF for processing. G2 also discovered from our unit level security managers that Soldier apathy and unit command emphasis are two big problems with getting Soldiers to complete and submit the security questionnaire in a timely manner in order to have an investigation opened by Army CCF. The G2 section has addressed these issue at all levels of command through workshops and command level conferences. The section conducted six staff assistance visits down to battalion

level to help Soldiers with submitting their security packets and providing additional training to unit level security managers. The training command had also held its own security managers workshop which brought 88 of our unit security managers to Charlotte, NC, to help identify problems within the command as it relates to security clearances and provide additional training for security mangers.

Overall, the G2 section has had a successful year during CY 2008. The biggest challenge was the formation of a new directorate within the command, and being the only training command to have a G2 section. G2 had to develop its own METL, and focus on the issues that greatly impact our command, that being PERSEC and INFOSEC issues and being able to provide the Army with Soldiers who have proper security clearances for mobilization. The Directorate continue to develop best practices to improve the process of for tracking, training, and processing security clearances within the command.

The G3 undertook a rewrite of the 108th Training Command Regulation 350-1. The purpose of the task was to capture or create new training requirements, policies and procedures that are essential for the newly transformed Training Command to conduct its mission. A key milestone achieved in this task during calendar 2008 was the establishment of a new standardized Mission Essential Task List (METL). The 108th Training Command Regulation 350-1 draft was distributed to working groups for review



and inputs at the start of 2009. The rewrite will be completed no later than 20 September 2009. The METL is as follows:

Core Capability Mission Essential Tasks (CCMET): GMET plus CMETL as listed below:

General Mission Essential Tasks (GMET) (For all units):

- Conduct Command and Control
- Protect the Force
 - Develop and manage Safety Program
 - Develop and manage Operations Security (OPSEC) program
 - Develop and manage Anti-Terrorism/Force Protection program
- Provide Sustainment
 - Man the Force
 - Equip the Force
 - Provide engineering and environment support
 - Pay the Force
 - Promote the Force
 - Develop Leaders
 - Provide Surgeon, History, Chaplain, PAO and EEO offices and programs

Core METL (CMETL): Derived from the mission and capabilities for which units are designated and resourced

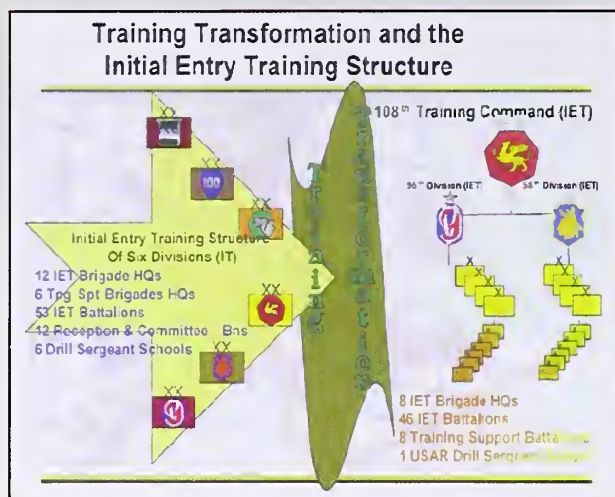
- Coordinate and oversee Command involvement in TRADOC IET, OSUT, Chaplain School, Committee and Reception support
- Coordinate and oversee Command involvement in IRR Refresher Training and Warrior Forge support (Leadership Development Assessment Course - LDAC)
- Conduct Drill Sergeant DMOSQ training and certify Cadre

- Manage unit and individual mobilization activities
 - Plan and process mobilization actions of units
 - Issue operational and individual augmentee taskings for the command
 - Process and submit mobilization packages for individuals
 - Process and submit Training Base Expansion mobilization packets
- Provide for the well-being of family members through the execution of the 108th Fort Family Program and the use of the Fort Family website.

Directed METL (DMETL): Essential tasks required for accomplishing the mission based on a specific OPORD, OPLAN or contingency plan. Once a unit is assigned a named or numbered operation, the commander will develop the DMETL based on mission analysis.

- Coordinate and support RTC missions at Fort Hunter-Liggett, Fort Dix and Fort McCoy
- Task Force Marshall - Warrior task refresher at Fort Jackson
- R3U Mission - Rapid deployable company ready to execute BCT within 72 hours
- ANA Mission - Provide one DS MiTT in support of Afghan National Army Student Training Brigade
- BCT MNSTC-I - MiTT for Iraqi Basic Training locations
- Training Support Missions for O & F Commands
- Recruit / Sustainment Programs (Pre-BCT) during IDT





- Training Support of the US Army Cadet Corps Program
- Training Support of the US Military Academy
- Develop community relations to support recruitment efforts
- Training support of Foreign Military Armies

The 108th Training Command has maintained between 1200-1400 Soldiers on mobilization orders for any given month in support of OIF, OEF and ONE. During Training year 2008, the 108th Training Command mobilized 1299 Soldiers on new tours and demobilized 853.

The 108th Training Command's major mobilization activities for this period have been associated with the Mobilization of RTC operations and TRADOC Basic Training Companies (BCT) and Individual Requirements for Training Base Expansion (TBE). The 108th Training Command continues to support GWOT missions with 14 Soldiers in Iraq and 36 in Afghanistan. The 108th Training Command supports other GWOT missions by cross-leveling Soldiers to other Commands which included 38 Soldiers.

The 108th Training Command completed its demobilization from FA-TRAC in December 2007 when the last 209 Soldiers came home. The 108th Training Command also demobilized most of its individual volunteer mobilizations in order to support future unit based requirements.

One of the most significant challenges the G4 section faced in 2008 came as part of the transformation of the overall command. The section did experience some challenges with the fielding of the SAMS-E system in getting subordinate units up and running with the new automated system in getting AMSS reports submitted by the suspense date. Same has been the case with the production of the new AFMIS automated system. Marked improvement was made with AMSS reporting but more is needed in units meeting the requirement in Food Service reporting and management through AFMIS.

The G4 started looking at Best Practices of the 108th, 98th, and the 95th early in 2007 to standardize processes. Command and control of the 95th did not occur until October 2008 but we included them in all planning so they would have direct input. The resulting Best Practices set the stage for a successful first year with the 98th and the promise of a smooth transition for the 95th.

The G4 section had a successful CY-2008. There were several challenging issues presented to the staff including picking up two One-Star Divisions, losing some G4 structure, and developing



Better Business Practices. Despite these challenges, the mission was consistently accomplished above standard in every case.

For the fourth year in a row, the 108th Training Command (IET) has won the prestigious Department of Defense Family Readiness Award by focusing on four primary objectives. The first objective was to demonstrate the linkage between family readiness and mission readiness – establishing Family Programs as a “Commanders Program” while connecting Families in need to geographically close “Community” resources (or “Connections”). The second was to implement family readiness programs and services that improve quality of life and support recruiting and retention. The third objective focused on providing members equitable and accessible benefits and entitlements. Lastly, the fourth focused on standardizing family readiness programs to ensure Reserve Component families are seamlessly and transparently integrated into the Total Force and that the mission requirements for each Service and Reserve Component provide family support to the Total Force.

One of the most significant challenges that the Office of Internal Review faced in 2008 came as part of the transformation of the overall command. The 108th Training Command Office of Internal Review has played a critical role in the transformation process as the office has, and continues to be, pro-active in providing audit, consulting & advisory services and administrators of the CG’s Manager’s Internal Control

Program. The Command IR has consistently completed significantly more engagements than the USARC standard engagements per year for offices of its size; 22 engagements completed in CY-08 resulted in \$482,247.00 in monetary benefits to the command. Through a joint efforts from the Command and Divisions IR, the whole of the training command enjoyed a much improved Manager’s Internal Control Program, Training and Compliance.

The 95th and 98th Divisions, Directorates, and Special Staffs, and met or exceeded their MICP training and development and submission of their Annual Statement of Assurance Feeder Reports and accompanying DA Forms 11-2. Heightened awareness of the Management Controls Process facilitates the ongoing reporting of possible weaknesses by the Command structure, especially in the midst of transformation and reorganization. Office of Internal Review completed the 2008 Quality Assurance and Assistance (QA2) in June 2008 with an out-brief and copies of the QA2 guide provided to the Command Group. The results of the QA2 resulted in an overall 95%, which earned the Command Office of Internal Review a letter of recognition from the Commander, US Army Reserve Command. Training of all assigned IR evaluators remains to be a top priority of the Command IR Chief in that the individual compulsion of each auditor to be of value to the Command drives them to seek training that will enhance their abilities as internal review auditors.



FY08 was the year of final groundwork for a course of action of transformation that is the most all-encompassing and radical change in Army Reserve Training configuration in the sixty plus years that Army Reserve Training Divisions have existed. In this, the second year of a phased plan that required two years for implementation, the 108th USAR Training Command (IET) took command and control for all existing IET structure transitioned from its current command and control relationship to a new structure that would eventually be subordinate to the 108th IET Command. IET structure at the battalion and brigade level was assigned to the 98th Training Division (obtained command and control 1 October 2007) and 95th Training Division (IET), whom the 108th Training Command gained command and control on 1 October 2008.

The Drill Sergeant School, IET Battalions and Brigades and Training Support Battalions changes were all implemented the previous year and seem to be going well.

Effective 1 October 2009, the 108th and 80th Training Commands will be OPCON to TRADOC and based on recent mission accomplishments, will be mobilized consistent with the ARFORGEN cycle as required to expand and replace TRADOC training capacity. NLT 1 OCT 09 the 108th TC will relinquish OPCON of the three RTCs to the 84 TC (UR). Retain ADCON of the RTCs to ensure continued support until

remobilization occurs and the 84 TC (UR) assumes command. Assume OPCON of 104th DIV, two of its subordinate brigades (1 BDE and 3 BDE), and six subordinate ROTC battalions and assist in transfer of those elements NLT 1 OCT 09 from 84 TC (LR). ADCON of the mentioned organizations will occur upon USARC determining the supporting enterprise systems can be aligned.

The 108th will continue to be a force provider with units deployed in Iraq, Afghanistan and throughout the world to conduct foreign military training as well as pre and post mobilization training for deploying Soldiers, Sailors and units. If the past is prologue, it is clear that the 108th Training Command (IET) will continue to proactively develop new training strategies and evolve to meet new mission requirements.

During 2009 the 108th Training Command (IET) demonstrated the full potential of its initial transformation end state with both the 95th and 98th Training Divisions as the United States Army Reserve (USAR) Initial Entry Training (IET) force providers. As a final step in Decision Plan (DP) 74, effective 1 October 2010, the 108th Training Command (TC) was assigned as OPCON to the U.S. Army Training and Doctrine Command (TRADOC), reporting to the TRADOC DCG IMT.

As part of ongoing reorganization to meet USARC training requirements and to achieve better synergies to support the Active Component, the 104th



Training Division (LT) was reorganized into a pure ROTC and Training Support organization and assigned as OPCON to the 108th Training Command (IET). Simultaneously, the 108th TC transferred OPCON of the Regional Training Centers (RTCs) at Forts Dix, McCoy and Hunter-Liggett to the 84th Training Command with a focus on collective training for the USAR. Full Command and Control of the 104th Division and RTCs will be assumed by the 108th and 84th TCs respectively effective 1 October 2010. Nevertheless, 108th TC units will continue to be a force provider for the RTC missions for the foreseeable future. With the 104th Training Division missioned to supply ROTC adjunct faculty to more than 130 ROTC programs at colleges throughout the nation, and support to ROTC cadet training at Fort Lewis and Fort Knox, the complexion of the 108th Training Command has changed from a sole focus on IET to the broader Initial Military Training (IMT) mission of training future officers in BOLC, as well as enlisted Soldiers in BCT and OSUT.

Our Drill Sergeants, instructors and cadre were in high demand and the Army could not have met the training load without our full utilization. Our Soldiers demonstrated the proof of principle that the Army Reserve IET force can be counted upon to accomplish all training missions as an equal partner with the active component – whether training base expansion “Echo” missions in AT

or mobilization status; pre-mobilization training for MTOE deploying units at the USAR’s three RTCs; deployed trainers in Iraq, Afghanistan and Saudi Arabia; support to ROTC Warrior Forge and Leader Development Course; and Committee and Reception support to the Army Training Centers. In addition to meeting all mission requirements, the 108th Training Command achieved several high profile accomplishments, to include the Secretary of the Army’s Quality of Life Award for Medium Installation and “Best Practice”, our second Army Community of Excellence award and fifth DOD Family Readiness Award.

With the Army Reserve shifting from a strategic to an operational reserve, and as the Army Reserve implements the ARFORGEN model to support operational commitments, the 108th Training Command (IET) has been identified by DA, TRADOC and USARC as an example of how to operationalize the reserve component in support of ongoing CONUS training requirements. Consequently, beginning in TY 10, TRADOC has eliminated “Echo Company” AT based missions and replaced them with mobilizations of IET Companies and selected battalion HQ’s. As noted in the 2009 Annual Historical Summary, form follows function, that is, our missions will determine our force structure and stationing activities in the future. To that end, we are pushing the envelope to develop the most relevant and challenging missions for our Soldiers.



Commander's Battle Focus for the 108th Training Command (IET):

IET Units, Fully Staffed at 100% Qualified Drill Sergeants, Providing Support For:

- *Training Base Expansion BCT/OSUT Company Cycles in mobilized status consistent with USAR ARFORGEN (Phasing out Echo Company AT)*
- *RTC Operations in mobilized and AT status*
- *Warrior Transition Course/IRR/Service training*
- *Army Training Center Committee/Reception Operation in mobilized and AT status*
- *Individual pre-mob support to O & F commands in IDT/AT*
- *Recruit Sustainment Program (Pre-BCT) in IDT*
- *ROTC Warrior Forge, Basic Camp and West Point Cadet Training*
- *O/O Foreign Military Training Missions*

2009 108th Training Command (IET) Command Group:

Commanding General: MG James B. Mallory, III
 Command Sergeant Major: CSM William J. Payne
 Deputy Commanding General: BG Dwayne Edwards
 Command Executive Officer: COL Larry M. Cruz
 Chief of Staff: COL Fred F. Woerner

2009 108th Training Command (IET) Staff/Directorates

(As of December 2009):

G1, DCS for Personnel: COL Thomas W. Sisinyak
 G2, DCS for Intelligence: COL Larry M. Cruz
 G3, DCS for Operations: COL A. Ray Royalty
 G4, DCS of Staff for Logistics: COL Eddie L. Singleton
 G5, DCS for Force Development: COL Trent M. Andrews
 G6, DCS for Information Mgt: COL Laura L. Sievert
 G7, Deputy Chief of Staff for Training: COL Claude I. Schmid

G8, Deputy Chief of Staff Comptroller: COL Paul A. Driscoll
 Staff Judge Advocate (JAG): COL Kirk G. Warner

Mission: The Deputy Chief of Staff Personnel (DCS G1) is the two star Commander's primary advisor on personnel policy. The DCS G1 staff is the primary liaison for all Human Resource actions between the 108th Training Command (IET) and the subordinate units: the two subordinate (One Star) Initial Entry Training (IET) Divisions, TF 802 and Drill Sergeant School. The entire scope of G1 functions flow directly between the subordinate units and the 108th Training Command. The G1 at the division headquarters (98th Div and 95th Div) is responsible for inspecting subordinate Brigades, for completing personnel functions within the Division Headquarters, and for advising the one star commander on personnel policy.

Functions: The DCS, G1 will track and manage programs and information important to the Training Command Commander (two star command), to manage the Command's strength, DMOSQ, specific brigade issues, and other information pertinent to the arrangement of the Training Command. The DCS, G1 is not responsible for managing information flow, suspenses, or other requirements between the brigades and the Training Command. The DCS, G1 has general staff responsibility for execution of all Adjutant functions for the Division Headquarters and provides input and services in an advisory role



for the Division Commander as needed to the Training Command on matters involving personnel management of officers and enlisted Soldiers, Full Time Staff (FTS) management for AGR, military technicians, Department of the Army (DA) civilians and contract employees, personnel readiness, strength management, mobilization, well-being programs and functions, Army Substance Abuse Program Management, well-being programs and functions, Command Equal Opportunity programs, Family Readiness, Awards, Line of Duty Investigations, incapacitation pay, casualty reporting, Congressional responses, and the conduct of boards within the command. This advisory role ensures communication of the Division Commander's intent to the IET Training Commands for action.

In October 2009 the change to functional support teams caused a need to revisit several business practices that had been established previously. This was accomplished through several team members staying aligned as the section transitioned and on-going dialogue maintained between the subject matter experts in different functions. It was also captured in a spreadsheet outlining the areas of responsibility that would shift to the Function Support Teams.

Function Support Teams does not give the divisions a representative in the G1 specifically assigned to handle their needs. As we update the telephone directory and the divisions become aware of the function leaders this challenge should be addressed.

A significant challenge that the 95th DST faced in 2009 came as part of the transformation of the overall command. The 108th Training Command assumed C2 of the 95th Div (IET), headquartered in Oklahoma City, OK along with its four subordinate brigades and direct reporting units throughout a seventeen state area (Oklahoma, Texas, Louisiana, Washington, Utah, Arizona, Nebraska, Arkansas, Oregon, California, Virginia, Maryland, New Jersey, New York, Connecticut, New Hampshire). The Conference in February was conceived to give Soldiers an opportunity to meet one another for the first time in some cases.

Concurrent with the 108th Training Command assuming C2 of the 95th Division, the 3rd and 4th BDEs of the 95th Division and the 3rd and 4th BDEs of the 98th Division swapped. This geographically aligned the BDEs into regions east and west of the Mississippi under the corresponding Division HQs. The new 3rd and 4th BDEs are from the states of Kentucky, Illinois, Wisconsin, Indiana, and Michigan.

The downgrading of the 95th Division from a two-star GO command to a one-star GO Command was a great challenge to them. The G1 section of the transformed 95th Division is only authorized five full-time staff. The 98th Division HQs went through a similar transformation a year prior, so the lessons learned during that process proved very valuable. The continuous dialogue between the G1 of the 95th Division and the G1 of the 108th



Training Command facilitated overcoming these changes.

In February 2009, the 108th Training Command hosted a G1 conference in Phoenix, AZ. This provided another opportunity for the G1 of the 95th, 98th, and 108th to continue to addressing issues and facilitate the welcoming of the 104th Div headquartered in Vancouver, WA and under the C2 of the 108th Training Command.

In 2009, SGM Ronaldo Myers continued his role as Section Leader of the G1 section. He has been responsible for the health and welfare of the Soldiers assigned to him in his TPU capacity. He is also responsible for tracking and managing programs and information important to the Training Command Commander.

Most of 2009 was spent coordinating with the 95th Training Division to join forces with the 98th Division to balance out the force structure which constitutes the 108th Training Command (IET). Coordination with the G1 and HROs of the newly realigned divisions under the 108th continued and moved forward after the G1 Conference in February 2009.

Admin Services updated all policies and scheduled SAVs for the 95th and 98th Divisions.

Mission: The Deputy Chief of Staff, G2 (DCS, G2) is the principal staff section for all matters concerning the enemy/threat, the environment as it affects the enemy/threat, intelligence, and counterintelligence, and provides

threat assessments in support of force protection operations. Additionally, the DCS G2 supports security programs; this includes Personnel Security (PERSEC), Information Security (INFOSEC) and Operations Security (OPSEC) with an overall outcome to enhance and support the Command's ability to mobilize trained and ready forces in support of our National Military Requirements.

Responsibilities and Tasks:

During 2009, the G2 section has concentrated its efforts in the following manner in order to best support the command headquarters and its subordinate divisions: providing the Command with the supervision, training, guidance and support of Personnel Security; providing the Command with the supervision, training, guidance and support of Information Security; providing OPSEC support and guidance to the Command and Staff; providing timely intelligence and threat analysis; supporting the Command with Staff Assistance Visits and the Organizational Inspection Program, and lastly, providing support to the Command's Anti-Terrorism/Force Protection Operations.

Challenges: A significant challenge that the G2 section faced in 2009 came as part of the transformation of the overall command. On 1 October 2007, the 108th Training Command assumed C2 of the 98th Division (IET), headquartered in Rochester, NY along with its four subordinate Brigades and direct reporting



units throughout a twelve state area. On 1 October 2008, the 108th Training Command assumed C2 of the 95th Division (IET), headquartered in Oklahoma City, OK along with its four subordinate Brigades and direct reporting units throughout a fifteen state area. On 1 October 2009, the 108th Training Command assumed ADCON of the 104th Division (IMT), headquartered in Vancouver Barracks, WA along with its four subordinate Brigades and direct reporting units throughout a six state area. The 108th Training Command is scheduled to receive full C2 of the 104th Training Division (IMT) on 01 October of 2010. The section did experience some challenges with taking ownership of personnel and tracking security eligibility statuses in JPAS, SMS, and ITRS. We also faced challenges with units not having appointed in writing and trained unit level security managers which greatly impacted Soldier readiness for the command to mobilize Soldiers with the proper security clearance. New requirements were also imposed by the Department of the Army requiring certain MOSs to have a secret level security clearance (NACLC) for all 42As, senior NCOs (E-7 and above), and all commissioned officers. In the past, the majority of Soldiers who were assigned to Reserve Training Command's, were not required to maintain or even have a security clearance for the purpose of training Soldiers. The Army's realignment of Reserve and National Guard Units from a strategic perspective to an operational perspective has made it imperative for our section to identify PERSEC issues early on and start to develop procedures to correct this problem.

We discovered quickly, that a lot of our Soldiers under the new requirements for MOS qualification and mobilization did not have the appropriate security clearance and needed to submit a security clearance packet through their chain of command to Army CCF for processing. We also discovered from our unit level security managers that Soldier apathy and unit command emphasis are two big problems with getting Soldiers to complete and submit the security questionnaire in a timely manner in order to have an investigation opened by Army CCF. The G2 section has addressed these issues at all levels of command through workshops and command level conferences. We have conducted multiple staff assistance visits down to battalion level to help Soldiers with submitting their security packets and providing additional training to unit level security managers. We have also held our own security managers workshop which brought 88 of our unit security managers to Charlotte, NC, to help identify problems within the command as it relates to security clearances and provide additional training for security managers.

Overall, the G2 section has had a successful year during CY 2009. Our biggest challenge was the formation of a new directorate within the command, and being the only training command to have a G2 section. We had to develop our own METL, and focus on the issues that greatly impact our command, that being PERSEC and INFOSEC issues and being able to provide the Army with Soldiers who have proper security clearances for mobilization.



We continue to develop best practices to improve the process of tracking, training, and processing security clearances within the command. One of the section highlights for CY 2009 was the section being assessed at the 70th percentile by the USARC TAE (Transformation Assessment and Evaluation) team utilizing the Malcolm Baldrige criteria, as indicated below:

The G3 underwent a restructuring in October of 2009 in which the G7 (Training) section became its own separate directorate. It was at this time, COL A. Ray Royalty assumed the G3 position from COL Fred Woerner. The 108th Training Command Regulation 350-1 draft was distributed to working groups for review and inputs at the start of 2009. The rewrite was complete in September 2009; however, it continues to evolve as a living document that adapts in order to keep training relevant to the operational environment.

Readiness and Mobilization

Mission: Advise on the subjects of Mobilization and Readiness to the Command and Staff of a Training Command (IET) with two Divisions and eight Brigades spread Nationwide. Coordinate mobilization of subordinate units and individuals and oversee all subordinate unit mobilization plans. Maintain 100% visibility on all mobilized and deployed Soldiers. Monitor and respond to 108th EOC traffic and submit AMHS situation reports. Attend all mobilization teleconferences and represent the 108th in the weekly Readiness Progress

Review (RPR) with USARC. Monitor and respond to inquiries on Army systems eLAS, DAMPS (SIPR, NIPR), WAMS (SIPR) and AMHS.

Activities: The 108th Training Command has maintained between 1400-1600 Soldiers on mobilization orders for any given month in support of OIF, OEF and ONE. During Training year 2009, the 108th increased its mobilization to 1543 Soldiers on new tours and demobilized 1309.

The 108th's major mobilization activities for this period have been associated with increased mobilization of TRADOC Basic Training Companies (BCT) and Individual Requirements for Training Base Expansion (TBE) as well as the continued support for RTC operations and Taskforce Marshall. The 108th continues to support GWOT missions with 44 Soldiers in Iraq and 49 in Afghanistan. The 108th increased its support to other GWOT missions by cross-leveling Soldiers to other Commands which included 135 Soldiers.

Challenges: In 2009, the 108th was directed to fill each of the three RTC mission requirements (103 PAX each) through the utilization of Contingency Operations Active Duty for Operational Support (COADOS) orders which are only available to volunteer Soldiers. This requirement presented a significant challenge in identifying the volunteers in a timely and complete fashion; assisting the Soldiers in the preparation of their active duty request packets; assisting the Soldiers to correct medical, personnel,



administrative deficiencies in their records; and submission through command channels to HQDA G3 for approval. The challenge was further complicated by the fact that the Soldiers come from across many UICs and even outside our command structure. Personnel and Training records update, promotion packet preparation, UCMJ authorities and communication, SIR reporting and communication, and various other sundry issues quickly became evident when conducting mission under a COADOS fill.

The G4 has continued its efforts through the third year of transformation by adjusting to the TDA changes. The end result for the Full Time personnel strength was an increase from three positions to five. The G4 gained a full time Supply Specialist and a Budget Analyst. The efforts made by these additional personnel have resulted in an increased in productivity and support to our subordinate units. The section as well as the Command have also benefitted from TPU Soldiers being brought on tour to assist the G4 in the supply area directly assisting with the many tasks and deployment of our subordinate units. We have been successful in maintaining our full-time staff personnel and each have performed their mission above expectation.

Functions: The main focus of the reservists in the G4 section is to provide assistance to subordinate units during the training year. This is part of a continuing effort to build skills and professionalism in logistics throughout the Command at

all levels, and is accomplished through staff assistance visits to all units in the Command, as well as conducting Command Supply Discipline Program evaluations and Command Inspections as required. Each section leader has been proactive in developing schedules and having their respective section conduct staff assistance visits to the subordinate units. We have worked closely with the G3 in the development of the OIP program to further support our subordinate units in the area of logistic readiness. Also, these efforts have been used to support the completion of the ACOE annual document as we assess best customer service to our subordinate units. The G4 leadership has continued to place emphasis on the new Army Food Management Information System (AFMIS) and SAMS-E. As these new programs came online within the command, our LMS, Mr. Lanny Smith took immediate ownership by getting himself trained and immediately began providing training to each of the Division Logistics Personnel. The AFMIS program is being effectively used throughout the command in the management of the Army Food Service Program. Mr. Smith was just as effective in managing the fielding of the SAMS-E system, which is now used throughout the command to manage and report unit's equipment status (AMSS). The section completed the year with its submission of the Annual Survey of Assurance Report. Our SLMS, Mr. Barry Moore was instrumental in gathering all the pertinent facts/documentation not only for the completion of this task, but



also for our quality of assurance that we are ensuring best practices to our Soldiers.

Challenges: One of the most significant challenges that the G4 section continue to face in 2009 came as part of the third year of transformation. We have been supporting TF-802 to include Ft. Hunter Liggett, CA, Ft. McCoy, WI and Ft. Dix, NJ. With these RTCs, we have provided OPCON support for Logistical issues and concerns, GPC oversight to include funding of the GPC cards. The 108th also has provided all MRE's for all three RTC missions. We have maintained their SARRS accounts at the 108th. We also provided contracting support as needed. The 108th has also provided support to the 104th in preparation for its move under the 108th in October of this year. Some of the projective challenges the section anticipates is Logistical concerns with sitting up DODACS, GPC program for realignment, also OCIE CIF-ISM making sure that it has been completed on time. The G4 section completed transformation in finalizing all logistic matters in assuming Command and Control of the 98th Division (IET) and the 95th Division (IET), The section still continue experiencing some challenges with the fielding of the SAMS-E system in getting subordinate units up and running with the new automated system in getting AMSS reports submitted by the suspense date. Marked improvement has been made with AMSS reporting but more is needed in units meeting the requirement in

Food Service reporting and management through AFMIS.

The G4 began the process of closely monitoring unit's logistics actions during the year in an effort to improve on Best Practices within the command. The tools used to succeed in these areas were the implementation of more matrixes to standardize and track processes of our subordinate units in all areas of logistics. This process has improved on the timely completion of FLIPLs and appropriate accountability to the Army, Lateral Transfer Trends, Maintenance readiness, and Food Service reporting. We are able to monitor a unit's performance trend over the course of the year and focus the right attention to the unit and area of concerns. The implementation of this activity has resulted in greater command visibility and emphasis being placed on units to address all shortfalls. The full time staff, in their respective sections, has done a superb job in the development and gathering of data to produce the finish product of having a tangible product to best direct our efforts as we support our units during SAVs and CIs in support of the command's Organizational Inspection Program (OIP).

Welfare, Recreation, & Morale:

Along with the tremendous amount of work that got accomplished by the G4 section, there was time for MWR activities throughout the year. Several members participated in the annual Golf Tournament, held weekly breakfasts as a section, and recognized all incoming



and departing members of the section. Section members were also encouraged to participate in Morale Friday, which permitted staff to dress down from the daily dress requirements. Lastly, the section members participated in the annual Halloween event and the Super bowl tailgate luncheon.

Conclusion: The G4 section had a successful year during CY-2009. There were several challenging issues presented to the staff through transformation. As a carry over challenge for the G4, the section will continue resolving the SAMS-E fielding issue and unit's AMSS reporting. Despite the many challenges, the mission was consistently accomplished above standard in every case during this period of review.

Force Development

FY09 was instrumental in framing the future of the 108th Training Command (IET). In MAR 09 after manning and structure issues were largely solved, the AR G3/5/7 directed establishment of a work group to develop a concept to field the Training Command (TC) Unit Readiness (UR) using the Headquarters of the 84th Training Command (Leader Readiness). On 29 JUN 09, the Operations General Officer Steering Committee (OPS GOSC) approved the work group concept with an effective date of 1 OCT 09 and the realignment of existing 84th TC (LR) subordinate structure. Due to the inability to realign the necessary enterprise systems by 1 OCT 09, the C2 alignment of affected units changed to an ADCON/OPCON relationship between

the various Training Commands. In order to minimize impact to the 80th TC's (TASS) on-going mission, the transfer of the Intermediate Level Education (ILE) mission is postponed until the ILE TASS structure is rebalanced and can be effectively transitioned to the 80th TC (TASS).

Three phases were executed in FY09. They were as follows:

Phase I (Planning): OPS GOSC approval was obtained on 29 JUN 09 for concept. USARC accomplished the necessary actions to transform 84th TC (LR) which included the realignment of the following leader training structure to the 70th DIV: ROTC to the 108th TC and Army Reserve Readiness Training Command (ARRTC) and Noncommissioned Officer Academies (NCOAs) to USARC. Finally, the assignment of the TBs to 84th TC (UR) and assuming operational control of the RTCs were executed.

Phase II (Initial Operational Capability (IOC): Established 84th TC (UR) with capability to provide C2 for assigned training support structure. Rebalanced the ILE TASS structure and the BPT relinquish C2 to the 80th TC (TASS).

Phase III (Full Operational Capability (FOC): 84th TC (UR) became fully capable of planning, coordinating, and executing Warriors, CSTCs and RTC rotations as well as providing training assistance to O&F Commands throughout ARFORGEN. Finally, the establishment of the Training Support Brigade(s) and Battalion(s) from



existing orphan structure and realignment from the 108th TC to the 84th TC in exchange of 1 and 3 ROTC Brigades of the 104th DIV were accomplished.

108th Training Command (IET) assumed OPCON of the 104th DIV (see next paragraph for description of unit), two of its subordinate brigades (1 BDE and 3 BDE) and six subordinate ROTC battalions and assisted in the transfer of those elements from 84 TC (LR).

The 104th DIV provides command and control for two Leader Training brigades. During peacetime, it provides operational oversight and management functions for assigned brigades. It coordinates directly with higher headquarters or through appropriate Regional Support Commands, as specified, concerning policies, programs, actions and procedures in the areas of personnel management, operations and training, logistics management, comptroller activities, information management, engineer activities (to include facility management), physical/personnel/information security, force development, chaplain/medical/legal activities, public affairs (including community information), inspector general activities and internal review.

G6, DCSIM (Information Management)

Mission: The Deputy Chief of Staff Information Management (DCS, G6) is the two-star Commander's primary advisor on Information Management policy. The

DCS G6 staff is the primary liaison for all Information Management actions between the 108th Training Command (IET) and the two subordinate one-star Initial Entry Training (IET) Divisions.

Functions: The DCS, G6 provides superior information management support focusing on automation, telecommunications, and planning in an effort to train and assist customers in effectively managing their automated resources and information systems. The G6 Directorate works in conjunction with the 108th Training Command's G1, G2, G3, G5, G7, G8 and Special Staff in developing a comprehensive execution plan for automation assistance for the pre-mobilization Soldier Readiness Processing (SRP) of Soldiers. G6 Soldiers are readily identified to assist with the SRP in providing on-site support as well as equipment. Equipment includes additional computers, printers, switches, patch-cabling and copiers.

Challenges:

- Re-imaging systems (desktops and laptops) prior to USARC deadline
- Keeping all automation equipment up-to-date
- Ensuring that all automation equipment function properly
- Ensuring that Soldiers down to the lowest level have the equipment needed to accomplish their mission(s)
- Retaining key staff positions to support missions

Activities:

- In April 2009, the G6 held its First Annual G6 Conference in Atlanta
- In October 2009, the 104th Training Division, G6 (LT) in Vancouver, Washington became OPCON to the 108th G6 Directorate



- The Directorate continued to provide computer packages (5 laptops, 2 projectors and 1 printer) to the Training Divisions in an effort to ensure Commanders at the company level had the required automation to ensure mission accomplishment
- The Directorate assisted two Battalions, one Brigade, RTC-North and several sections with setting up web pages
- The Knowledge Centers (KCs) in AKO were realigned and the files of the Divisions were reposition and aligned with the Training Command
- The G6 ensured the Command had VTC capability down to the Brigade level
- The G6 maintained accountability of equipment valued in excess of \$3.7 million dollars
- In the Active Directory, the Directorate managed 730 user accounts, 572 laptops, 377 desktops and 12 servers
- The Automation Support Division produced over 750 CD-ROMS and DVDs
- The Directorate imaged over 400 desktop and laptop computers; maintain accountability of over 3500 pieces of automation equipment to include desktops, laptops, copiers, printers, PBX systems, digital senders, fax machines, and all communication devices
- The G6 set up a computer lab which contains 16 desktops and 2 LaserJet printers. A projector and screen will also be added in the future.
- Conducted required skillport security training for FTS and TPU.
- During the past year the Directorate has worked diligently to improve the operations of the Training Command's computer systems and network.

G7, DCSTNG (Training)

In 2009, with this restructuring, the Headquarters of the former 108th Training Division (IT) continued to grow immensely into an Army Command structure and with it a new staff directorate, Deputy Chief of Staff, G7. The 108th Training Command (IET) has a G7 Directorate, in addition

to six staff positions of which four are full-time. Through 2010, the section continues transforming and refining its internal structure to best support the command and its three divisions. The section is now divided into three sub-sections. All sub-section chiefs are Majors, unlike all other sections which have a LTC as section chiefs. Currently the sections are Drill Sergeant School section (DSS), Individual Training section (IT), and Professional Development section (PD).

Mission: The Deputy Chief of Staff, G7 (DCS, G7) is the principal staff section for all matters concerning the Drill Sergeant School, Professional Development (OES/NCOES), and Individual Training. Additionally, the DCS G7 oversees the United States Army Reserve Drill Sergeant School (USAR DSS).

Responsibilities and Tasks: During 2009, the G7 section has concentrated its efforts in the following manner in order to best support the command and its subordinate divisions: implementing a system that ensured the maximum throughput and output for the USAR DSS, training guidance and information on OES/NCOES, as well as developing an Individual training section that provides guidance and information while monitoring IT throughout the command.

Accomplishments: The G7 undertook a rewrite of the 108th Training Command Regulation 350-7. The purpose of the task was to capture or create



Drill Sergeant Program requirements, policies and procedures that are essential for the newly transformed USAR DSS that will assist in ensuring the Training Command has the ability to conduct its mission. A key milestone achieved in this task during calendar 2009 was the USAR DSS graduated a total of 509 Drill Sergeants directly due to revision of the DS Candidate packet process. The 108th Training Command Regulation 350-7 was distributed for review and input midway through 2009. The rewrite will be completed no later than 15 December 2009. Additionally, the G7 section has developed a section bulletin, published quarterly, which highlights the up to date information in the G7 arena. Lastly, the G7 website was developed to ensure everyone in the command will have all of the latest training information, schedules, bulletins, OPODs everything needed from the training arena to set Soldiers up for success.

Overall, the new G7 section has had a successful year during CY 2009. The biggest challenge was the formation of this new directorate within the command, and developing a structure to best support it. G7 had to develop our own METL, and focus on the issues that greatly impact the command, that being Non-qualified Soldiers in Drill Sergeant Positions, no USAR DSS in ATRRS which would in turn allow maximum throughput and output for the USAR DSS, and also no clear and concise guidance on DS candidate packet process. The G7 will

continue to develop and analyze the systems that have been put in place to ensure that the maximum throughput is achieved and Soldiers are receiving clear and accurate guidance that will set them, as well as the command up for success in the future.

G8, DCSCOMP (Resource/Financial Management)

General Information: The G8 served as the Commander's principal advisor responsible for all budget preparation, resource management analysis, pay management support and contracting implementation of the command. The G8 was the only staff officer with delegation of authority from the commanding general for the certification of availability of funds; ensuring that funds were executed and managed in accordance with statutory, regulatory, and supplemented guidance. The directorate monitored administrative controls for accounting, reporting receipt, and disbursement of public funds, including special contingency funds that were properly accounted for in the Army Official Accounting Systems. As delegated by the commander, the G8 was also responsible for the Director of Contracting and Military Pay Systems, known as PRWeb, RMT, the Defense Joint Military Systems (DJMS), the DTS and other pay operations.

- Reserve Pay: Reserve Pay Quality Assistance Visits continued to be conducted among the subordinate units of the command. The areas covered were: unit pay administrator/training, unit manning report strength, inactive duty training, pay



administration, annual training, active duty training, active duty special work pay administration, travel pay administration, Additional Training Assembly (ATA) and Readiness Management Assembly (RMA) pay administration; pay inquiries, collections actions, bonus payment and Automated Drill Attendance Report System (ADARS/RADARS) support and training. Commanders received briefings on the findings on each reserve pay area and assisted to improve and/or maintain reserve pay standards.

- Contracting Division: The Government Purchase Card (GPC) procedures were assigned to the G8 at the conclusion of FY09. All options, delivery orders and contracts awarded for the acquisition of the supplies and services required by the staff, battalions and separate units of the command were completed without a single violation of the Federal Acquisition Regulation part 13 per G4. Cardholders were constantly reminded to review and utilize the AR 715 and the 108th 715-1 to comply with their established responsibilities.

Significant Events and Meetings:

- G8 representatives participated in a Full Timers Conference in Reno, Nevada Meeting between the 95th Training Div, 98th Training Div, and the 104th Training Div (LT) and 108th Training Command in June 2009.
- G8 representatives participated in a G8 Conference in Atlanta, Georgia Meeting between the 95th Training Div, 98th Training Div, and the 104th Training Div (LT) and 108th Training Command in August 2009.
- G8 Best Practices Meeting was conducted in Fort Lauderdale, Florida in February 4-8 2010. It consisted of all pay administrators' within the 108th Training Command (IET) and the 95th Training Div, 98th Training Div, and the 104th Training Div (LT). The agenda included the formulation and review of FY 10 IRLs, briefings by the G8 staff on upcoming changes and policy implementation within the USAR Finance arena. .
- G8 representatives will participate in the Diamond Saber Exercise in Ft. McCoy, WI. Diamond Saber brings the Active Army, National Guard and Army Reserve Finance Units together. The units train on the Finance skills, both individual and

collective, that are required to successfully perform the finance mission in the real world.

Quality Assurance Visits were conducted with all brigades and battalions under the new 108th Training Command (IET).

Office of Strategic Initiatives

Mission: The mission of the Business Transformation Office is to provide high quality programs and customer service that foster an environment of continuous process improvements, learning, and performance excellence that align with and support the Command's vision and strategic goals. Its vision is to be the premier catalyst of implementing and sustaining a culture of performance excellence through continuous process improvements, learning, and innovation.

BTO is an office that values customer service, high performance, vision, innovation, learning, management by fact, and robust dialog.

Functions: The Business Transformation Office (BTO) was originally designed to be a standalone office with direct report to the Commanding General. However, toward the end of the training year, the Command initiated realignment of BTO to align with the Office of Strategic Initiatives since both share common functions that involve independent assessments of Command performance and results link to strategic goals.

Director of Business Transformation:
Serves as the Command's quality assurance and process improvement program specialist.



- Serves as a coach to FTS for process improvements, tracking and trending data, conducting root cause analyses and implementing solutions that entail long term sustainment.
- Validates Command/section measurement systems.
- Independently assesses operational capabilities and capacities.
- Program manager for Lean Six Sigma certifications and deployments.
- Serves as project manager for selected Command projects and initiatives.

Office of Strategic Initiatives: Serves as the Command's strategic advisors and facilitators for long term planning and initiatives.

- Facilitates and monitors the strategic planning process to include goal setting, action plans, progress and results.
- Functions as the single point of contact for Command critical metrics to include analyzing and reporting progress.
- Army Community of Excellence (ACOE) program manager.
- Conducts research, management and independent assessments of strategic initiatives.

Challenges: Over the past three years, the Command underwent significant transformation which required the time and energy of the executive leadership team to address numerous "25 meter targets." One of the most significant challenges that the Office of Strategic Initiatives encountered was initiating a formal strategic planning process for the Command. However, the Command realized the criticality of strategic planning and the importance it would play in realigning to TRADOC for OPGON while continuing to report to USARC for ADCON. The Office of Strategic Initiatives structured and initiated a strategic planning process in an effort to position the Command for an effective and smooth transition into a fully

operational Command in order to effectively execute its ARFORGEN cycle. While still in the early stages of the process, the Command has gained benefits by focusing on what is important for long term success. Ongoing planning and execution will continue in FY10.

Conclusion: The Office of Strategic Initiatives has played a critical role in positioning the Command for a successful ARFORGEN execution through proper planning and execution.

OSI also owns the Army Community of Excellence packet submission process which resulted in a \$150,000.00 award for the Command this fiscal year. The Command plans to publish a 108th

Training Command history and best practice book that will be distributed to the lowest level of the Command (this book). The education, learning, and improvements of the program far outweigh the monetary reward that the Command received. Action plans have been implemented as well as additional measurement systems to monitor and improve Command-wide performance.

Office of the Staff Judge Advocate (OSJA): The OSJA continued to provide legal input, assistance and personnel to the three Regional Training Centers (East – Fort Dix; North – Fort McCoy; West – Fort Hunter-Liggett). The 108th OSJA provided technical supervision of the three Judge Advocates on 12 month deployments as they provided critical Legal Assistance to



the Task Force and RTC Soldiers, Soldiers and units rotating through the RTCs, and to the host installation's Legal Assistance Offices. This office coordinated with the OSJA at the 84th Division to coordinate any assumption of actions as the 84th took C2 of the RTCs in October 2009. With the retention of ADCON, the 108th retained control and responsibility for UCMJ and adverse administrative actions.

The OSJA absorbed and provided effective legal assistance services to the over 12,000 Soldiers of the 108th Training Command. The legal assistance provided and coordinated spanned CONUS to Soldiers, family members and retirees. MAJ J. Edward Yeager coordinated the submission for the Army Chief of Staff's Award for Excellence in Legal Assistance. This culminated in the 108th Training Command receiving this prestigious award for an unprecedented 9th time.

COL Warner participated in the state bar and ABA Legal Assistance for Military Personnel (LAMP) committee quarterly meetings where they interact with the Chiefs of Legal Assistance from the key military installations in the state (Camp Lejeune, Fort Bragg, Seymour-Johnson AFB, North Carolina National Guard Headquarters). He also attended CLE at Fort Bragg, NC. COL Warner attended the FY 09 NC LAMP Legal Assistance CLE two-day event which was held in Fayetteville/Fort Bragg.

As a result of graduating from the Advanced Joint Professional Military Education (AJPME2) course at Joint Forces

Staff College, the Judge Advocate General of the Army appointed COL Warner to chair the joint reserve component judge advocate advisory board to develop RC judge advocates for joint and interagency operations. He was also appointed as leader of the JAGC southeast regional council of colonels. The council is composed of all of the Active Component, Reserve Component, and National Guard judge advocate colonels for the entire SE geographical area.

Finally, the first 108th Training Command Judge Advocate Conference successfully completed 7-9 March 2009. The purpose of the conference was to put out information to our JA officers and enlisted personnel that would assist them in providing legal services to their respective units and commanders. The planning, execution, and training were provided primarily by LTC Paul Reynolds and MAJ Scott Katrosh.

Office of Internal Review (IR) Mission:

The primary mission of the Command and Divisions IR is to be the Commander's premier enabler for accountability and stewardship by providing the Command with an independent and professional internal review (audit) capability that assists in accomplishing the mission and in safeguarding, accounting, and properly using the resources necessary for that mission accomplishment. Serve as the liaison for US Army Audit Agency (AAA) Government Accountability Office (GAO) the resolution/reply process and oversight of the Divisions Office of Internal Review.



Functions:

- Serve as the Commanding General's leading agency for accountability and stewardship.
- Serve as the Commander's principal advisor on all review and Management Internal Control Program matters (MICP). Develop and promulgate policy, plans, and procedures.
- Direct, manage, and execute the IR Program as prescribed by ARs 11-7, 36-2, 36-5, and 36-7.
- Coordinate audit activities and continuing professional education opportunities with the Army Reserve Command.
- Serve as the principal assistant to the Comptroller Career Program Manager for the proper career development and training of professional evaluators.
- Prepare and monitor the execution of the budget for the IR offices throughout the Training Command.
- Prepare and execute the Annual review (audit) plan and measure accomplishment to ensure internal review resources are effectively utilized.
- Perform, in accordance with generally accepted audit standards, review of functions or organizational entities within the command which have known or suspected problems; determine the nature and cause of the problems; and develop recommendations for resolution.
- Provide troubleshooting capabilities, i.e., quick reaction efforts, normally un-programmed, which are intended to prevent serious problems from developing.
- Provide consulting and advisory services where the nature and scope are subject to agreement with the customer. Accomplish these services in strict accordance with Army IR policies and comply with independence standards.
- Evaluate management control as they pertain to the subject of the review or quick reaction efforts.
- Perform follow-up to determine whether agreed-to/decided review findings and recommendations have been translated into management actions that correct identified problems.
- Serve as the principal office for this command for liaison with the USARC Office of Internal Review and external audit agencies, including the General Accounting Office (GAO); Inspector General, Department of Defense, Auditing [DODIG(AUD)]; U.S. Army Audit Agency (USAAA); and Forces Command (FORSCOM).
- Monitor all actions related to external audits. Make Command officials aware of audit reports addressed to other commands so corrective actions can be taken on similar problems that may exist within the Command.
- Prepare the Command's DOD Inspector General Semiannual Report to the Congress [DD-IG (SA) 1717] and Annual Time Report [DD-IL (1740)].
- Administer the Army's MICP, in accordance with AR 11-2, within the command.
- Advise and inform commanders and managers on the implementation and status of the command's management control process.
- Develop and publish MICP guidance to assessable unit managers, and internal control administrators.
- Track material weaknesses for which the command is responsible until corrected.
- Advise the leadership of MICP material weaknesses identified by review that should be considered for inclusion in the annual statement of assurance (ASA).

Maintain a follow up system that tracks the implementation of corrective actions pertaining to agreed-to or sustained review findings and recommendations and monetary benefits, until fully completed.

Challenges: One of the most significant challenges that the Office of Internal Review faced in 2009 came as part of the continued transformation of the overall command. On 1 October 2007, the 108th Training Command assumed Command and Control of the 98th Division (IET), Headquarter in Rochester, NY along with its four subordinate brigades and direct reporting units throughout an



eleven state area. During this second year of Transformation on 1 October 2008, the 108th Training Command assumed Command and Control of the 95th Division (IET), Headquarter in Oklahoma City, Oklahoma along with its four subordinate brigades and direct reporting units throughout a sixteen state area. As of 1 October 2009, the 108th Training Command assumed operational control OPCON of the 104th Division (LT), Headquartered in Vancouver, Washington along with its two subordinate brigades and direct supporting units throughout a five state area. Again on 1 October 2009, the 108th Training Command itself became OPCON to the Training and Doctrine Command (TRADOC) for all IET missioning. The Command IR started looking at Best Practices of the 108th, 98th, and the 95th early in 2007 to standardize processes and share resources throughout the command. Even though the 108th did not assume full C2 of the 104th Division, we include and work closely with them in all planning and thus allowed them to have direct input.

Conclusion: The 108th Training Command Office of Internal Review has played a critical role in the transformation process as the office has, and continues to be, pro-active in providing audit, consulting & advisory services and administrators of the CG's Manager's Internal Control Program. The Command IR has consistently completed significantly more engagements than the USARC standard engagements per year for offices

of its size; 17 engagements completed in CY-09 resulted in over \$1.2 million in monetary benefits to the Command. Through joint efforts from the Command and Divisions IR, the whole of the training command enjoyed a much improved Manager's Internal Control Program, Training and Compliance. The 95th and 98th Divisions, Directorates, and Special Staffs, and met or exceeded their MICP training and development and submission of their Annual Statement of Assurance Feeder Reports and accompanying DA Forms 11-2. Heightened awareness of the Management Controls Process facilitates the ongoing reporting of possible weaknesses by the Command structure, especially in the midst of transformation and reorganization. The Command Office of Internal Review completed the 2009 Quality Assurance and Assistance evaluation (QA2) in July 2009 with an overall rating in Internal Review operations of 98% and 100% in the MICP program. This resulted in earning the Command Office of Internal Review a letter of recognition from the Commander, US Army Reserve Command. Additionally, Mr. Williams received the USARC IR FTS auditor of the year award and was called on numerous times by the USARC IR Director and the DA IR for various projects. Training of all assigned IR evaluators remains to be a top priority of the Command IR Chief in that the individual compulsion of each auditor to be of value to the Command drives them to seek training that will enhance their abilities as internal review auditors.



Unit Ministry Team (UMT):

Mission: Provide for the religious needs of Army Reserve Soldiers, family members and Full Time Staff through coordinating, direct and executing a complete program of religious ministries to include:

worship services, pastoral counseling, religious education, marriage enrichment, Deployment Cycle Support, and other spiritual activities. Serve as personal and special staff, advising the Command and Staff on matters of morals, ethics and morale as affected by religion. Ensure that UMT members are fully trained. Execute the Command Master Religious Program and guarantee the right to the free exercise of religion for all Soldiers.

- The UMT provides Direct Religious Support to HHC, 108th TNG CMD (IET) in IDT status, Annual Training, and, depending on mission requirements, during actual deployment.
- The UMT provides General Religious Support to the students and staff of the Drill Sergeant School at the two school location – Ft. Jackson and Ft. Knox – and the home station of each detachment.
- The UMT also provides General Religious Support to any other units training in the Army Reserve Centers in the absence of their unit chaplain.
- The UMT provides General Religious Support to other units training in the same AO during FTX or AT events in the absence of their unit chaplain.

The UMT provides General Religious Support to other units during actual deployment depending on the availability of chaplain assets, the proximity of adjacent units, and the overall Religious Support Plan of the senior chaplain in theater or his appointed subordinate.

Activities: Over the past two Fiscal Years the Chaplain Section has conducted various training events, responded to several Serious Incident Reports (SIR) and performed many counseling and instructional sessions.

- **Civilian Clergy Partnership Program:** The program targets smaller units that do not have a Chaplain in-house and do not have access to a Chaplain in their area (e.g., National Guard, Active Duty, or other Reserve units). Letters introducing the program have been sent to clergy in these areas and an online form has been created to capture the information of those clergy that are interested in participating. Once contact has been made, 108th Chaplains will conduct interest meetings and will gauge how clergy meet the created criterion to provide religious support to our Soldiers. Once accepted into the program, clergy will be connected with the 108th units they will be assisting and will begin to provide their religious ministries. It is important to note that civilian clergy are used as the last priority in a 3 priority tier. The first tier being that ministry comes directly from a 108th Command UMT. The second tier is that ministry will be provided by other UMT assets in the Area of Operation (AO). Finally, tier three, if no UMT assets are available, then civilian clergy will be called upon.

Family Readiness Program:

For the fifth consecutive year, the 108th Training Command (IET) has won the prestigious Department of Defense Family Readiness Award by focusing on four primary objectives. The first objective was to demonstrate the linkage between family readiness and mission readiness – establishing Family Programs as a “Commanders Program” while connecting Families in need to geographically close “Community” resources (or “Connections”). The second was to implement family readiness programs and



services that improve quality of life and support recruiting and retention. The third objective focused on providing members equitable and accessible benefits and entitlements. Lastly, the fourth focused on standardizing family readiness programs to ensure Reserve Component families are seamlessly and transparently integrated into the Total Force and that the mission requirements for each Service and Reserve Component provide family support to the Total Force.

Public Affairs Office

The 108th Training Command (IET) Public Affairs section provided coverage of 108th Training Command Soldiers in action and scheduled numerous events and engagements. In 2009, some of the significant activities were:

- Coordinated and implemented the Hometown News Release program for the Command, tailoring submissions for the various elements of the Command's unique needs. Coordinated and resolved IT issues for online submissions with the Hometown News Center with excellent results as Soldiers' accomplishments are now being published in their hometown newspapers nationwide. The program and ongoing campaign to educate Soldiers and civilians throughout the Command has been launched and is ongoing. Continued modification and expanded media coverage possibilities are also ongoing and proactive.
- Continued exceptionally successful Hero Program launched last year, building upon success after success with media, community organizations/leaders and national sporting franchises. Soldiers meeting varying criteria were honored by NASCAR, the National Hotrod Association, The All-American Bowl, at NBA games and by the Secretary of Defense. Soldiers continue being featured on national radio and television programs. Continued expanding media and community leader

contacts, nurturing those relationships with consistency and professional PR and personal relationship skills.

- Managed and coordinated special features with Stevens Media Company, a large media company who owns 46 newspapers nationwide. Facilitated and provided extensive coordination with reporters and free-lance writers under contract for the media giant to feature three Soldiers of the Command in each of their newspapers, providing digital images and other specific professional media needs and media query management. Features ran from Veterans Day to Christmas, some of which were featured on the front page of newspapers, a first for this Command and a rare event for any military Command unless the coverage is unfavorably sensational. These were extremely positive features — the impact of this highly successful event cannot be emphasized enough. Only 60 military members from all branches of the military were featured — hundreds of submissions were made. This Command was the only Reserve Command featured.
- Answered numerous media queries, some of which had the potential for unfavorable press coverage. Transformed unfavorable coverage to more fair and balanced coverage, diffusing considerable negative national coverage in one particular incident involving a Soldier charged and convicted of felonies.
- Proactively established credibility and professional Public Affairs program with media and community representatives critical to the continued successes in "telling the Army's story" that is vibrant, ongoing and consistent.
- Coordinated numerous community relations events, especially events honoring Soldiers for their service that included favorable media coverage and several live TV appearances.
- The Command's public website is functioning, to include video of hero featured on the Lou Dobbs shows in 2009. News stories published in the Griffon are also featured on the website. The goal is to educate the general public about the Command and attract local and national media coverage. In its infancy, the website will continue to grow and develop,





GWOT and the 108th UMT

The Global War on Terrorism (GWOT) has provided challenges and opportunities for the 108th Training Command (IET) Unit Ministry Team (UMT)—and each time, the UMT has proved equal to the task! Prior to the recent USARC Transformation, the 108th was one of several (IT) institutional training divisions. Under the old division structure, the UMT had paragraph and line numbers for ten chaplains and ten chaplain assistants. Prior to the terrorist attacks on 9/11, then Division Chaplain (COL) Mike Brown (since retired) had managed to build chaplain strength to 200% with twenty chaplains throughout the command and a similar number of chaplain assistants.

WAR... AND THE SHRINKING UMT

9/11 changed everything, including the complexion of the old 108th Training Division (IT). The challenge of deploying forces, first to Afghanistan, then to Iraq, meant that the Army National Guard and the Army Reserve would be called upon to provide units for deployment and, all too frequently, individual Soldiers to fill unit vacancies. Early on, chaplains and occasionally chaplain assistants, were

involuntarily mobilized to meet the needs of the growing expeditionary force and the growing backfills in CONUS-based units. During this time former chaplain assistant and now a newly commissioned chaplain, CH (1LT) Scott Shively, was deployed to Iraq. CH (1LT) Dosha Somaratna was accessioned for Active Duty and deployed soon thereafter. CH (CPT) Spencer Hardaway was mobilized and served for nearly two years at Fort Hood, TX. CH (CPT) Michael Pope and CH (1LT) Brad Borders were mobilized to serve the training base at Fort Jackson, SC. SSG Daniel Roberts, chaplain assistant, worked with CH Borders 20 months at Fort Jackson before being promoted to SFC and moving up to division to serve as the NCOIC.

And there were even more mobilizations and deployments coming to the 108th UMT. In June 2003, CH (MAJ) Kevin Turner, 4th BDE, and CH (MAJ) R. J. Gore, 1st BDE, were mobilized for 90 days to backfill personnel deployed from the U.S. Army Chaplain Center and School, Fort Jackson, SC. Turner served as a Small Group Instructor with the Chaplain Officer Basic Course (now CHOBLC) and Gore served as a Small Group Instructor with the Chaplain Career Course (now C4). Gore was mobilized again in December and deployed



to Iraq for most of 2004. CH (LTC) Dave Pollok, then Assistant Division Chaplain, was mobilized to Fort Carson, CO in 2004. There he found his way to the hospital and served over five years as beloved hospital chaplain, remaining there until his retirement at the end of 2009. The Division Chaplain, CH (COL) Mike Brown, was mobilized to Germany where he served at the Army's Retreat Center at Garmisch and in other positions until his retirement at the beginning of 2010. With Brown's mobilization, CH (LTC) Kevin Turner assumed responsibilities as Division Chaplain in 2004.

There was yet more turbulence for the 108th Training Division (IT). In June, 2005, the Division Chaplain, CH (LTC) Kevin Turner, was mobilized to serve as the Deputy Command Chaplain at CENTCOM in Tampa, FL and then later with USSOCOM even until now. 1st BDE Chaplain, CH (LTC) R. J. Gore assumed responsibilities as "Acting" Division Chaplain and served in an acting capacity until October 2008. In 2005, MSG Kid Quick, UMT NCOIC, completed his twenty years and transitioned to the civilian world to make fuller use of his civilian education and skills. For a time, MSG Dan Fishel served as NCOIC for the division UMT. However, with the gearing up of the FA-TRAC (Foreign Army Training Assistance Command) mission in Iraq, MSG Fishel joined CH (LTC) Philip Hunter as the mobilized FA-TRAC team, dedicated to providing 'round-the-clock ministry support to mobilized Soldiers and their family members. With the mobilization of CH (LTC) Hunter and MSG Fishel, the 108th UMT reached its low-water mark: the entire chaplain strength in

the division consisted of CH (LTC) Gore and CH (MAJ) Hardaway and the UMT NCOIC position was filled by SPC Charles Crail! Additional 108th mobilizations included CH (CPT) Paul Tolbert (Kuwait), SFC Chris Taggart, SGT Timothy Jackson, SSG Kyle Bennett (Iraq), and MSG Daniel Fishel (Kuwait).

Unit Ministry Team mobilizations affected current down-trace units that, prior to USARC Transformation, were separate two-star commands. On 14 March 2003, Chaplain (MAJ) Robert Searle was deployed to Operation Iraqi Freedom. On 3 September, 2004, the 98th Division (IT) received mobilization orders for Operation Iraqi Freedom. This mobilization, the first overseas deployment for the unit since World War II, called for training the new Iraqi Army and Iraqi security forces and involved over 700 Soldiers from the 98th Division. In support of this operation, several Chaplain and Chaplain Assistants were deployed: Chaplain (LTC) Gary Howard, Chaplain (LTC) Linda Liebhart, Chaplain (LTC) David Pillsbury, Chaplain (MAJ) Walter Steenson, and Chaplain (COL) Paul Womack, then Division Chaplain. Chaplain Assistants deployed included SGT Ryan Haggerty, SSG Nick Trumble, and SFC Neil Hertzler, our Division UMT NCOIC.

Chaplain William Pihl, along with SFC Robert Matthews, provided critical ministry to the families of the Soldiers who were deployed and developed two Strong Bonds Retreats for Soldiers and Families when they returned home. Both Chaplain (LTC) Simon Feld and MSG Margaret Murray also provided invaluable ministry to Soldiers and Families at home. When the 98th Division came under



the 108th Command as the 98th Training Division (IET), mobilizations continued. During Chaplain (LTC) Robert F. Searle's tenure as Division Chaplain, Chaplain (COL) Bernie Niswander, Chaplain (CPT) Steven Sudduth, and Chaplain (CPT) Timothy Routh have been deployed to Iraq.

Several chaplains and chaplain assistants in the old 95th Division (IT) were mobilized stateside and/or deployed overseas since 11 September 2001. These include former Division Chaplain CH (COL) Wayland Hamlin (Kuwait), CH (LTC) Willie Ailstock (Iraq), CH (LTC) William Prewitt, CH (LTC) James Kirkendall (Iraq), CH (CPT) Kiyong Jeong, CH (CPT) Randall Ridenour (Iraq), CH (CPT) Richard Kuhlman (Iraq), SGT Timothy Ray, SGT Matthew Schwenke, and SPC Samuel Miller (Iraq).

TRANSFORMATION . . .

SUCCESSES AND FUTURE CHALLENGES

One of the missions given to the Command Chaplain, first by MG Skip McCartney, and reiterated by the current Commanding General, MG James B. Mallory III, was to recruit and expand the number of chaplains and chaplain assistants. As the 108th has transformed from a division to a national training command, personnel turbulence has been a constant. Yet, there have been some high points. In 2009, MSG Katrina Todd became the UMT NCOIC as MSG Fishel retired. MSG Todd, a former 1SG, brought a wealth of experience and new energy to the mission, not the least of which was her skills in

recruiting new chaplain assistants, including SSG Leonard Bryant, SSG Celesta Blake (now, 2LT Blake!) and SPC Robert Thebarge.

The 108th Training Command (IET) has been blessed with exceptional chaplains and chaplain assistants. As part of the USARC Transformation, the 108th UMT received two AGR positions, for a chaplain (MAJ) and chaplain assistant (SFC). Recognizing that the UMT NCOIC, SFC Daniel Roberts (Desert Storm veteran) had the ability and potential, the USARC UMT Sergeant Major encouraged SFC Roberts to apply for the AGR position. With the backing of the Command Chaplain, SFC Roberts applied and was selected to become the first AGR chaplain assistant at the 108th Training Command. As further evidence of his excellence, recently he was promoted to MSG. The first AGR chaplain, CH (MAJ) Mike DuCharme, is a two-tour veteran of Iraq and has demonstrated his administrative and pastoral skills on almost a daily basis. He is an exceptional young Major! He was selected for promotion to MAJ while serving at the 108th.

During the 108th's FA-TRAC Mission, CH (LTC) Hunter, along with MSG Fishel and support from the 108th UMT TPU chaplains and chaplain assistants, provided deployment cycle support for 878 Soldiers who deployed between February and August of 2006. This DCS support included ministry of presence at SRPs, predeployment briefings for Soldiers and their Family members, support during the time of separation (including regular phone calls to each family) and redeployment briefings. One of the great success stories is the Strong Bonds marriage enrichment program. Fully-funded by dedicated Army dollars, Strong Bonds



is the Army's premier program to provide couples training and time together to strengthen relationships stressed by the increased tempo of operations after 9/11. Since 2005, the 108th UMT has conducted 27 Strong Bonds events with over 780 Soldiers and Spouses in attendance. Routinely, Soldiers and Family members witness to the tremendous help they have received through this program—and at no cost to the Soldier!

Of course, one of the more difficult ministries the UMT has to perform is ministry to Families who have lost a Soldier in combat or in a training accident. There have been Serious Incidents in which Soldiers suffered serious injury or loss of life. Our UMTs provided family support when the GWOT memorial was dedicated naming all of the fallen Soldiers under our Command who served during OIF and OEF. The UMT contacted the family members left behind to invite them to the dedication and ministered as these families grieved the loss of their Soldiers. Soldiers fallen and listed on the memorial read as follows: SSG Christopher W. Dill, SGT Lawrence A. Roukey, MSG Paul D. Karpowich, LTC Terrance K. Crowe, SSG Jeffrey J. Farrow, SFC Robert V. Derenda, 1SG Tobias C. Meister, MAJ Michael L. Mundell, SFC Douglas C. Stone, SSG Russell k. Shoemaker, and MAJ Scott A. Hagerty.

Other critical ministry was provided to a Solider and her family when she was critically injured in an automobile accident in Oklahoma returning from a mobilization to Ft. Hunter-Liggett. Another family received in-home ministry after the sudden death of a Soldier having a heart attack. Additionally, a Soldier

involved in a fatal automobile accident received visitation while the Soldier was incarcerated in South Carolina.

Two recent missions have impacted the 108th UMT in significant ways. First, as a result of USARC Transformation, the CMD UMT received responsibility for providing support to the Drill Sergeant Schools at Ft. Knox, KY and Fort Jackson, SC. CH (MAJ) J.E. Edwards, along with MSG Katrina Todd and SSG (P) Sheila Thomas developed a system of support so that chaplains and chaplain assistants are present for each incoming class. Second, as the 108th has been OPCON'd to TRADOC, there are TRAP missions that now are part of the 108th's ARFORGEN cycle. These missions, involving battalion sets of drill sergeants and support personnel, are one-year mobilizations at Army Training Centers. Currently, the 108th has mobilized three UMTs to support this TRADOC-driven mission: CH (1LT) Timothy Brooks and SPC Robert Theborge currently provide religious support at Fort Benning, GA; CH (CPT) Joe Grace and SSG James Snipes at Fort Knox, KY; and CH (CPT) Donald Wood and SPC Samuel Miller at Fort Sill, OK.

Annual support and training missions for the 108th UMT include newcomer's training for UMT members newly assigned to the command, chaplain assistant training, premobilization training for UMTs assigned to TRAP missions and suicide prevention training. At the command's full time support (FTS) conferences, the AGR chaplain and assistant conduct an annual prayer breakfast, which has been well-supported and received by the FTS personnel in the command. The UMT also continues to provide support for Applied



Suicide Intervention Skills Training (ASIST), a program designed to give Soldiers and Family members the skills needed to help at-risk people.

In October, 2008, four 108th Training Command (IET) chaplains were selected for promotion to COL: R. J. Gore, Philip Hunter, Dave Pollok, and Kevin Turner. CH (COL) R.J. Gore officially became the Command Chaplain in October, 2008. Former BDE Chaplain, and one-time Assistant Division Chaplain, CH (BG) Ray Woolridge now serves in the Office of the Chief of Chaplains as the USAR Assistant Chief of Chaplains for Mobilization. Recently, SSG Sheila Thomas was selected for promotion to SFC. While serving as Deputy Command Chaplain, Chaplain (MAJ) Dewey Smith was selected for and promoted to LTC. He is currently mobilized at Fort Campbell, KY. Former Special Projects Officer, Chaplain (MAJ) Spencer Hardaway, now deployed to Iraq, was recently selected for promotion to LTC.

The challenges to the 108th Training Command UMT are ongoing, and there will be more personnel turbulence. The recent high-water mark was mid-2009, when chaplain strength reached 120%. However, ongoing operations and career progression needs of chaplains and chaplain assistants are once again transforming the personnel situation. Our current Deputy, Chaplain (MAJ) Mike Milton, is transitioning to a DIMA position at the chaplains' school. MSG Roberts is set to PCS this summer. SSG (P) Thomas will soon take an E-7 position so she can be promoted. CPT Jameson Williams, a SIGO and seminary student, graduates in May and will soon be off

to the chaplains' school for his required MOS training. A new AGR NCO, SFC Wiggins, is on orders to come to the 108th. Our 98th Division Chaplain, CH (LTC) Bob Searle, has been granted a two-year extension, even as our 95th Division Chaplain, CH (LTC) Randy Wren comes to the end of an honorable career of service.

Still, there is reason for confidence, for the resilience and innovation of the chaplains and chaplain assistants of the 108th has been demonstrated over and over again. As an example, MSG Todd has delegated the work of providing suicide prevention training for the drill sergeant school to capable chaplain assistant NCOs in the force structure and then to the drill sergeant school leaders as the 108th HQ UMT staff has dwindled. Yet, the commitment of providing critical ministry to Soldiers and Families in crisis continues. With excellent guidance from the Commanding General, outstanding support from full-time and TPU Soldiers, and the commitment of first-rate Soldiers, the current UMT will continue its mission to bring God to Soldiers and Soldiers to God.





★ Of Special Interest ★



Quality of Life Award

Army Reserve's 108th Training Command wins two Quality of Life awards at AUSA conference

The 2009 Secretary of the Army Quality of Life Award for Best Practice was presented to the 108th Training Command, U.S. Army Reserve, Charlotte, N.C.

The 108th Training Command demonstrated the ability to develop best practices, designed and proven, to improve Soldier and Family Quality of Life. The 108th Training Command is recognized for its vision and being wholly and decisively engaged at the strategic and operations levels. Noteworthy is "Fort Family," whereby the 108th Training Command leveraged technology, shattered old paradigms, and changed antiquated business practices, resulting in improved care for Soldiers and Families. Their effort is in keeping with the commitments to Soldiers and Families as pledged in the Army Family Covenant.

The 2009 Medium Installation Secretary of the Army Superior Quality of Life Award was presented to the 108th Training Command, U.S. Army Reserve, Charlotte, N.C.

The Soldiers and Civilians of the 108th Training Command have significantly improved Soldier and Family Quality of Life for the 10,000 Citizen Soldiers, 38,000 Families, and others of the force who are dispersed geographically across 48 states, three territories, and Iraq and Afghanistan.

These accomplishments were achieved through the "Fort Family USAR Virtual Installation" website. "Fort Family" is a virtual 24-7 installation with customers, workforce, stakeholders, partners and collaborators who care for those who have limited or no accessibility to traditional military installations.

<http://www.armymwr.com/>



Quality of Life Award



hopefully meeting those goals.

- Coordinated drill sergeant recruiting efforts at various community and sporting events.
- Coordinated numerous Soldier appearances on live TV morning shows along with national and local radio programs nationwide.
- Coordinated numerous speaking events for the CG and Soldiers. Also launched extensive campaign for supporting Operation Tribute to Freedom, a DA-level public affairs program. Selected appropriate Soldiers for this "national speaking bureau" that has been extremely successful via Department of the Army Office of the Chief of Public Affairs (OCPA). This special relationship with OCPA is critical to continued success.
- Coordinated stories and features published in Reserve and other national magazines.
- Established partnerships with numerous community organizations including USO, Operation Homefront and other veteran and military support organizations at local, state and national levels.
- Launched Unit Public Affairs Representative (UPAR) program for unit story submissions to the Griffon.
- Expanded and developed critical relationships with business and community leaders that have resulted in numerous Soldier opportunities for recognition, media appearances and free admittance to numerous events. Continued nurturing these critical relationships with Non-Government Organizations (NGO), municipal government leaders and civilian media outlets as part of a strategic communications and outreach.
- Integrated video production for command information needs.

Between 2001 and 2009, nearly three thousand 108th Soldiers have mobilized or deployed in support of the Global War on Terrorism





Task Force VANGUARD

Key Personnel:

Commander COL Chris D. Taylor

Executive Officer 1LT Jerusha C. Lopez

Command Sergeant Major SGM Frank V. Puidokas

Operations NCOSFC Brandon L. Wallace

Training NCOSFC Michael J. Gibson

Mission: Task Force Vanguard aggressively assists Soldiers transitioning from the active component into the Army Reserve. The Task Force focuses on qualified, skilled junior grade enlisted Soldiers and company grade officers that are transitioning from the active component. This is accomplished by the Task Force members building strong and lasting professional and interpersonal relationships between our individually selected and strategically placed TPU Soldiers with Reserve Component Career Counselors stationed in the existing Army Career and Alumni Program centers at major military installations.

The initial concept of the Task Force was originally conceived in the 95th Division and quickly adopted by the 98th Division. As the two divisions became part of the 108th Training Command the Task Force quickly became a TC initiative and its success continued. Task Force Vanguard was a true "Grow the Force" initiative as it added experienced Soldiers to the Army Reserve and not merely shifted Soldiers from one unit to another.

The importance of maintaining strength is a priority for every commander. Task Force Vanguard assists commanders by transitioning seasoned commissioned officers and junior enlisted Soldiers to fill their ranks. Task Force has been vital in improving the readiness of Army Reserve units by transitioning experienced Soldiers that integrate and provide positive impact to the units they join. Task Force Vanguard is an important part of the Army Reserve's enterprise to help "Balance the Force". Task Force Vanguard is staffed by TPU qualified NCOs and Commissioned Officers that work at transition centers in conjunction with RCCCs in centers across the continental United States. These trained, qualified Task Force members have established a successful track record and have proven to be an extremely cost effective method of adding quality Soldiers to the Army Reserve.

The scope of the Task Force mission continues to grow. It now will provide the same benefit to all Army Reserve units as it transitions experienced Soldiers and Officers and helps "Shape the Force" For the Army Reserve. What once was a successful concept for the 108th Training Command to maintain it's ranks with quality Soldiers is now expanding to assist all Army Reserve units.





Saudi Arabian Mission

Office of the Program Manager – Facilities Security Forces

Riyadh, Kingdom of Saudi Arabia

In October, 2008 GEN David Petraeus, Commander, US Central Command, asked BG Robert Catalanotti, Commander, 98th Training Division (IET), to build a new Security Assistance Organization in Riyadh, Saudi Arabia to train, advise and equip the Ministry of Interior's Facilities Security Forces.

Thanks to the superb of training expertise and leadership of the 108th Training Command (IET) Drill Sergeants and officers, this new organization was fully staffed with U.S. Army Reserve Soldiers. This accomplishment would not have been possible without the full support of MG James Mallory, Commanding General, 108th Training Command (IET).

History: Safeguarding Strategic Relationships and Critical Infrastructure.

In August 2008, in order to support the May 2008 Technical Cooperation Agreement

signed between the United States and the Kingdom of Saudi Arabia, US Central Command (USCENTCOM) established the Office of the Program Manager –Facilities Security Forces (OPM-FSF) to advise and assist the Kingdom's Critical Infrastructure Protection program. BG Catalanotti, then Commanding General, 98th Division (Institutional Training) was appointed as the Program Manager by GEN Petraeus, Commanding General, USCENTCOM, in October 2008 with the mission to establish relationships with the Saudi Ministry of Interior,



build OPM-FSF, and support the development of a 35,000-man Facilities Security Force (FSF). Towards these ends, in March 2009 with support of USCENTCOM and Department



of the Army, 15 hand-picked trainers and specialists mobilized for one year under Title 10 authority to form the initial OPM-FSF staff and operational assessment team.

The First Year: Exceeding Initial Expectations. BG Catalanotti quickly established a strong personal relationship with MG Saad al Majed, Commander, FSF, which enabled OPM-FSF staff to gain cooperation and access to FSF staff, training facilities and shared information. This relationship further facilitated OPM-FSF to guide HRH Interior for Security Affairs, to signing Foreign Military Sales (FMS) Letters of Offer and Acceptance, providing Saudi funding for the first year of OPM-FSF operations and ensuring that future OPM-FSF staff will be fully supported by Saudi funding (Title 22/FMS funds). Using training assessment data and initial FMS funds, OPM-FSF advisors worked with FSF trainers to establish a Train the Trainer Program at the Western Regional Training Center in Jeddah, and an English Language Training Program at the Eastern Regional Training Center in Dammam. Then with CENTCOM support,

OPM-FSF leaders guided Army Central and Army Corps of Engineers specialists through the assessment of FSF protected critical infrastructure sites and the development of an initial FSF Five Year Modernization Plan and Budget to build an FSF force capable of securing the Kingdom's numerous critical infrastructure sites.

Looking to the Future: Building on Success. With an eye to the future, nurturing the relationship between BG Catalanotti and MG Saad, Commander, FSF, will continue to promote successful staff level advisory support; and to advance the strategic relationship and mutual operational objectives between the United States and Kingdom of Saudi Arabia. The program will continue to build upon the Train the Trainer and English Language Training programs and establish operational advisory positions capable of supporting all seven FSF regional commands while developing and implementing a comprehensive FSF Five Year Modernization Plan and Budget to build an FSF force capable of securing the Kingdom's critical infrastructure sites.



108th Division Legacy

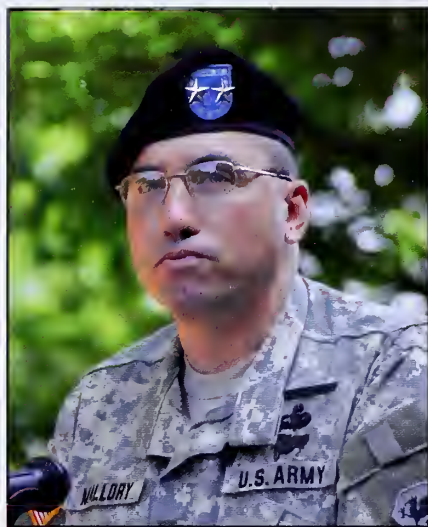
*Iraqi Children
welcome the 108th*



We gather here to
both commemorate
the service and
memorialize the sacrifice of our
fellow Soldiers. Since landing
on the shores of Jamestown
402 years ago, citizens have
answered the call to military
service, knowing that the full
measure of sacrifice might be
required. - General James B. Mallory



Memorial Dedication Speech



I want to recognize the Soldiers and civilians of the headquarters, 108th Training Command, most of whom are in the formation today, whose winning effort in the Army Reserve's Community of Excellence competition generated the funds which made the construction of this Memorial and Museum possible.

Finally, I especially appreciate the work of the committee chaired by Command Chief Warrant Officer Gary Williams which designed and oversaw construction of the memorial which will be unveiled and dedicated shortly, and a special thanks to Major McBurnette who designed and assembled the museum in the foyer in the front of the headquarters which documents the contributions of the 108th Division and it's Soldiers.

We gather here to both commemorate the service and memorialize the sacrifice of our fellow Soldiers. Since landing on the shores of Jamestown 402 years ago,

citizens have answered the call to military service, knowing that the full measure of sacrifice might be required. Not a day has transpired since the founding of the Republic that volunteer militia and later full time service members lives were not placed in peril in the execution of their sacred trust to support and defend our nation's communities and families.

Permit me to share some context to the ceremony today. The Army Reserve's 108th Training Command Headquartered here in Charlotte, consists of nearly 10,000 Soldiers, mostly Drill Sergeants, Instructors and Cadre, in units across the Continental United States from Hawaii to the territory of Puerto Rico. Their mission is to turn young American civilians into Soldiers. Until 2008, the 108th Training Command was known as the 108th Division, one of six regionally based institutional training divisions throughout the country. Because of our Soldier's expertise as trainers, beginning in 2004 in addition to our stateside training missions, the Army Reserve's training divisions were missioned to deploy Soldiers to Iraq and Afghanistan to train and advise the Iraqi and Afghan Army and National Police. During 2006 the 108th Division was tasked to provide the third rotation of this mission in Iraq. While a majority of our deployed Soldiers came from units in the Carolinas, others filled our ranks from across the country. Many of these Soldiers were deployed on military transition





teams, small 11 man units embedded with the Iraqi Security Forces. They worked and lived with their Iraqi counterparts outside of relatively secure coalition bases and knew the dangerous conditions they would face each and every day.

Throughout 2006 MG McCartney and myself had the bittersweet privilege to see over 900 Soldiers board planes and deploy to Iraq after months of intense training at Fort McCoy, Wisconsin, Fort Hood, Texas, and Fort Riley, Kansas. When, in 2007, we welcomed our troops home, three of these Soldiers, all assigned to military transition teams, who we saw off on a plane bound for Iraq from Fort Hood and Fort Riley, did not return to their families. Two of our 108th Soldiers, Major Michael Mundell and SSG Russell Shoemaker died as a result of IED attacks and one, SFC Greg Stone, died of non-hostile causes. Reflecting on their personal sacrifice, I cannot help but think of the sacrifice of their families.

I had the honor of meeting Major Mundell's wife and four children and extended family at his burial near Fort Knox, Kentucky. Major Mundell had left active service in the 1990s and was

employed as a civilian at the Armor School at Fort Knox and was mobilized out of the individual ready reserve. He served on a battalion MiTT Team with the Iraqi Army.

I met the widow and parents and extended family of SSG Shoemaker at his burial in Arlington. SSG Shoemaker was a former 82D Airborne Trooper, who joined the 108th to be a drill sergeant and who was mobilized as part of a National Police Training Team.

Major General Pete Cook from the 96th Regional Readiness Command officiated at SFC Greg Stone's interment with his wife and children. SFC Stone was a full-time AGR Soldier in the 96th RRC, and was mobilized as a member of a Battalion MiTT team.

Since our unit reorganization, the 108th now commands two divisions, the 95th and 98th divisions, and their battle losses in both Iraq and Afghanistan have been combined for commemoration with the 108th division as we honor those eleven Soldiers who were not present in formation and never forget.

The families of these eleven fallen Soldiers bear their loss every day and we honor their continuing sacrifice. All of these families remain in our prayers and we have faith that the passage of time will assuage their grief and leave them with cherished memories and pride in their Soldiers who answered the call to the colors.



108th Division (IT) suffers first casualty in Iraq



Maj. Michael L. Mundell, 47, of Brandenburg, Ky., died Jan. 5 in Fallujah, Iraq, of wounds suffered when an improvised explosive device detonated near his vehicle during combat operations. Mundell was the first casualty for the 108th Division (IT) in Iraq.

Mundell served in the military for 11 years and was assigned to the 1st Brigade, 108th Division (IT). He deployed to Iraq last June as part of a military training transition team helping support and train Iraqi Security Forces in the Al Anbar province.

He leaves behind a spouse, one daughter and three sons. His funeral service was held at Fort Knox, Ky. on Sunday Jan. 14th. He was buried in Irvington, Ky.

What is left for us to do?

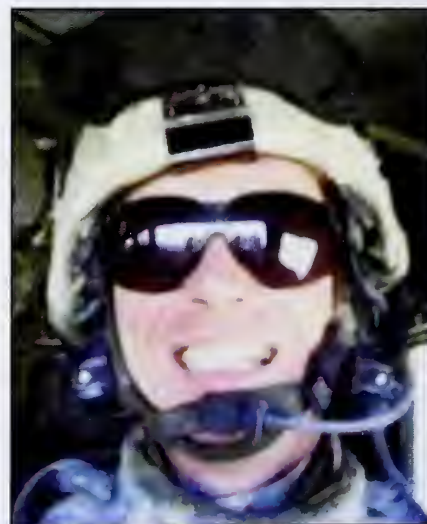
As a community here and throughout our nation, to step up and honor their memory. You can do this by not just honoring our veterans and fallen Soldiers in our memories or in stone, but by actions... Our nation needs citizens willing to step up and defend our freedoms – and that need has never been greater than today for the best and

those young people who are looking for direction and an opportunity to serve the greater good to consider military service. I am convinced that those

brightest of our young citizens to consider national service. As a society we must depend on a volunteer force and I can tell you they are the finest Soldiers, Sailors, Airmen and Marines that this country has ever produced. I encourage you to encourage

who do will become their generations leaders and continue the tradition of protecting our nation in a world fraught with peril.

So I challenge you to leave today, not just cherishing a memory of our fallen Soldiers, but honoring that memory by continuing to actively support our men and women in uniform and their families today, we remember that as part of the greater commitment of our armed forces to defeat extremists throughout the world, in addition to mobilizing to conduct basic combat training and train Army Reserve units preparing for deployment, 108th Soldiers



SFC Greg Stone



In memory of

By Lt. Col. Phil Foster
Senior logistics and personnel advisor, 1st
National Police Division Transition Team

BAGHDAD, Iraq — Members of the 108th Division bid farewell to two of their own at a memorial ceremony 31 May at Forward Operating Base Union III.

Staff Sgt. Russell Shoemaker, drill sergeant, 1st Battalion, 485th Regiment, and Sgt. 1st Class Robert Dunham died 24 May when an improvised explosive device hit their vehicle while returning from a mission. An interpreter was also killed in the explosion. Maj. Kevin Butler, the team leader, suffered severe burns but recovering at Brooke Army Medical Center in San Antonio, Texas.

The men were transition team members with 1st Battalion, 3rd Brigade, 1st National Police Division. Both men received the Bronze Star and Purple Heart awards.

Shoemaker was an operations advisor. He joined the Army in May 1995 and deployed to Afghanistan in support of Operation Enduring Freedom as a squad leader. He leaves behind a widow, April, and a dog, Sarge.

Dunham was an advanced individual training instructor and curriculum director at Fort Gordon, Ga., prior to his latest deployment. Dunham joined the Army in May 1988. This was his fourth deployment. He leaves behind his wife, Kimberly, and five sons: Brandon, 15; Kendrick, 14; Nathan, ten; Robert, five; and Noel, three.

In addition to all transition team mem-

bers assigned to 1st National Police Division, Brig. Gen. Dana Pittard, commander, Iraqi Assistance Group, and Maj. Gen. Joseph Fil, commander, Multi-National Division-Baghdad, Col. Ray Royalty, commander, 1st National Police Division Transition Team, presided over the ceremony. Royalty is also commander of 7th Brigade, 108th Division.

Following the National Anthem, the invocation and a media tribute, team members delivered eulogies. Capt. Tony Martin, deputy team leader, spoke highly of both Dunham and Shoemaker.

"Sgt. 1st Class Robert E. Dunham and Staff Sgt. Russell K. Shoemaker were the essence of the Non-Commissioned Officers corps," Martin said. "Their pride showed in their work, both professionally and personally."

Martin described Shoemaker as the "heart and soul of our team." Shoemaker was responsible for drawing the team's logo and coming up with the team's call sign, Havoc.

Sgt. 1st Class Dough Homrich was Shoemaker's roommate. He said that it was an honor to call Shoemaker his friend.

"Shoe was a free spirit and a great person to be around," Homrich said. "Shoe was a warrior and was always focused on the mission and everyone around him knew that we could count

on him. He loved his country and his fellow Soldiers. Shoe always referred to the Army as the world's biggest fraternity and was proud to be a member."

Homrich said that Shoemaker will be missed. The team knew that Shoemaker

assuring words, "Six Golf Hot," Homrich said. "Take care Battle, we miss you and love you!"

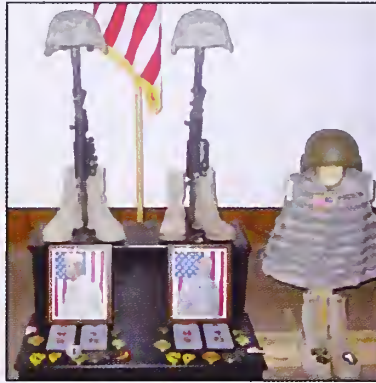
Dunham, a soft-spoken man, was known for his faith and his love for his family. Staff Sgt. Christopher Bennett, one of the team's operations advisors, described Dunham.

"Sgt. 1st Class Dunham, the Soldier, was the constant professional," Bennett said. "Despite our hectic tempo, he found time and made time to communicate with his wife, who was his heart, his soul and his confidant. His righteous and Godly spirit would not allow him to harbor any negativity or ill will towards anyone, even if they deserved it."

Bennett said that he would miss Dunham but he knew where Dunham now resides.

"Sgt. 1st Class Robert Earl Dunham now serves in the greatest Army, under the greatest commander in the universe," Bennett said. "He enlisted for eternity. He is now with God and the Kingdom of Heaven."

Following the final roll call, the firing of volleys and the playing of Taps, over 200 Soldiers and civilians in attendance paid their final respects to the three men. A pair of boots, a helmet and a rifle with the men's dog tags hanging from them honored the memory of the men. Two men at a time approached the display, rendered a salute and offered a prayer while holding the men's dog tags.



Staff Sgt. Russell Shoemaker and Sgt. 1st Class Robert Dunham, drill sergeants, 1st Battalion, 485th Regiment, memory is honored with a pair of boots, a helmet and a rifle with the men's dog tags hanging from them.
(Photo by Lt. Col. Phil Foster, senior logistics and personnel advisor, 1st National Police Division Transition Team)

er was ready for a mission when they heard the words, "Six Golf Hot" over the internal radio.

"He is now in peace and is looking upon us from his turret, saying these re-

have continuing missions to train both Iraqi and Afghan security forces.

We have been blessed that the greater Charlotte community, and indeed communities throughout the nation, have a heart for their service members and the support that we and our families have received from the citizens, churches, local government, volunteer organizations like the Carolinas Freedom Foundation and USO, schools and the business community has been awe-inspiring. On behalf of every Soldier, Sailor, Airman and Marine we thank you from the bottom of our hearts for your helping hands, encouragement and prayers.

I leave it to my battle buddy, Command Sergeant Major Joe

Payne, who deployed to Iraq in 2006 as the 108th Senior Non-Commissioned Officer supporting the Multi-National Security Transition Command for Iraq as the Coalition Military Transition Team Command Sergeant Major to conclude our joint remarks prior to unveiling the memorial.



108th Training Command honors fallen warriors with Soldier's Memorial

By Spc. Christina Dion

108th Training Command (IET) Public Affairs
(Originally published in *The Griffon*)

A reminder of those who paid the ultimate sacrifice for freedoms was etched into the memories of those who attended the 108th Training Command (IET) Fallen Warrior Memorial Dedication, June 13, during the Roll Call of Remembrance. With each name called came the sounded reminders as the bell rung in lieu of "here, sir."

Of the 11 Soldiers on the memorial, three are from the 108th Tng. Cmd. Since the unit reorganizations, the combining of the 95th and 98th Division battle losses have been combined in the commemoration of the 108th Division to honor the 11 Soldiers not present in formation, said Maj. Gen. James B. Mallory III, 108th Training Command commanding general.

More than 170 of the 4,200 fallen Soldiers in the current contingencies in Iraq and Afghanistan have been fellow Army Reservists, said Stephanie Caldwell, 108th Tng. Cmd. The memorial is located in the front of the 108th Tng. Cmd. headquarters building and bears the inscription "Never Forget."

"We gather here to both commemorate the service and memorialize the sacrifice of

our fellow Soldiers," said Mallory. "Since landing on the shores of Jamestown some 402 years ago, citizens have been answering the call of military service, knowing the full measure of sacrifice might be required.

"The Army Reserve 108th Training Command headquartered here in Charlotte consists of nearly 10,000 Soldiers. Mostly drill sergeants, instructors and cadre, in units in 46 states and territories from Hawaii to Puerto Rico whose mission it is to turn young Americans from civilians into Soldiers," he said. "Because of our Soldiers expertise as trainers, beginning in 2004, in addition to our stateside training missions, Soldiers from the 108th were missioned to train and deploy in order to train Soldiers in Iraq and Afghanistan and the security forces in both of those countries."

In 2006 the 108th Tng. Cmd. was tasked to provide the third rotation. The majority of Soldiers were tasked from the Carolinas but some filled the ranks from units across the country, Mallory said. Many were deployed on Military Transition Teams, small 11 man units embedded with the Iraqi Security forces.

These Military Transition Teams worked and lived with their Iraqi counterparts, outside the relatively secured coalition bases and knew the



dangerous conditions they would face everyday, Mallory explained.

“Throughout 2006, Major General McCartney and myself had the bittersweet privilege to see over 900 Soldiers board planes and deploy to Iraq after months of intense training. When in 2007 we welcomed our troops home, three of these Soldiers, all assigned to Military Transition Teams, who we saw off did not return to their families,” said Mallory. Two Soldiers died of IED attacks, and one died of non-hostile causes.

“Reflecting on their personal sacrifice, I cannot help but think of the sacrifice of their families,” said Mallory. “And we honor their continuing sacrifice.”

A combat veteran and the senior enlisted Soldier of the 108th Tng. Cmd., Command Sgt. Maj. Joe Payne reiterated the commanding generals’ thoughts on the heroes listed on the memorial and also reflected on the historical importance of all the nations’ fallen Soldiers.

As a student of history, Payne said he chose from two resources to speak from at the ceremony. “The Bible says in John 15 verse 13, ‘Greater love hath no man than this, than the man who lay down his life for his friends.’ These Soldiers were our friends. They were also battle buddies. They were sons, brothers, husbands, fathers, co workers and neighbors. They are the true American heroes,” said Payne.

His second resource was the Gettysburg Address. Abraham Lincoln was added to the dedication of the cemetery in Gettysburg.

Payne said Lincoln’s words mean the same today as they did then: “The world will little note, nor long remember what we say here, but it can never forget what they did here. It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us -- that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion -- that we here highly resolve that these dead shall not have died in vain -- that this nation, under God, shall have a new birth of freedom -- and that government of the people, by the people, for the people, shall not perish from the earth.”

Lincoln’s words rang true for Soldiers of the 108th Tng. Cmd. as they memorialized their fallen Soldiers with a monument, in ceremony and out of love.

“Today we have the honor of unveiling a sentimental monument that will forever engrave our love, respect and memories of our fallen Soldiers during the time of war,” said Caldwell. “We honor these selfless and heroic men, the fallen of the 108th command on this special day.”



Fallen

The Soldiers honored on the Memorial are:

LTC Terrence K. Crowe

*10th Battalion, 98th Regiment, 4th Brigade, 98th Division
He died in Tal-Afar, Iraq on June 7, 2005*

MAJ Scott A. Hagerty

*451st Civil Affairs Bn.
He died in Zormat, Afghanistan on June 3, 2008*

MAJ Michael L. Mundell

*1st Bde., 108th Div. (IT)
He died in Fallujah, Iraq on Jan. 5, 2007*

1SG Tobias C. Meister

*321st Civil Affairs Bde.
He died in Asadabad, Afghanistan on Dec. 28, 2005*

MSG Paul D. Karpowich

*1/417th Infantry Regiment, 98th Division
He died in Mosul, Iraq in Dec. 21, 2004*

SFC Class Robert V. Derenda

*1st Bde., 98th Division
He died in Rubiah, Iraq on Aug. 5, 2005*



Soldiers

SFC Class Douglas C. Stone

96th Regional Readiness Command

He died in Tal Afar, Iraq on March 11, 2007

SSG Christopher W. Dill

2/390th Inf. Regt., 2nd Bde., 98th Division

He died in Balad Ruz, Iraq on April 4, 2005

SSG Jeffrey J. Farrow

146th Quartermaster Company

He died in Camp Afifjan, Kuwait on July 19, 2005

SSG Russell K. Shoemaker

7th Detachment, 2nd Bde., 108th Division

He died in Baghdad, Iraq on May 24, 2007

SGT Lawrence A. Roukey

Det. 1, 3/304th, 7th Bde., 98th Division

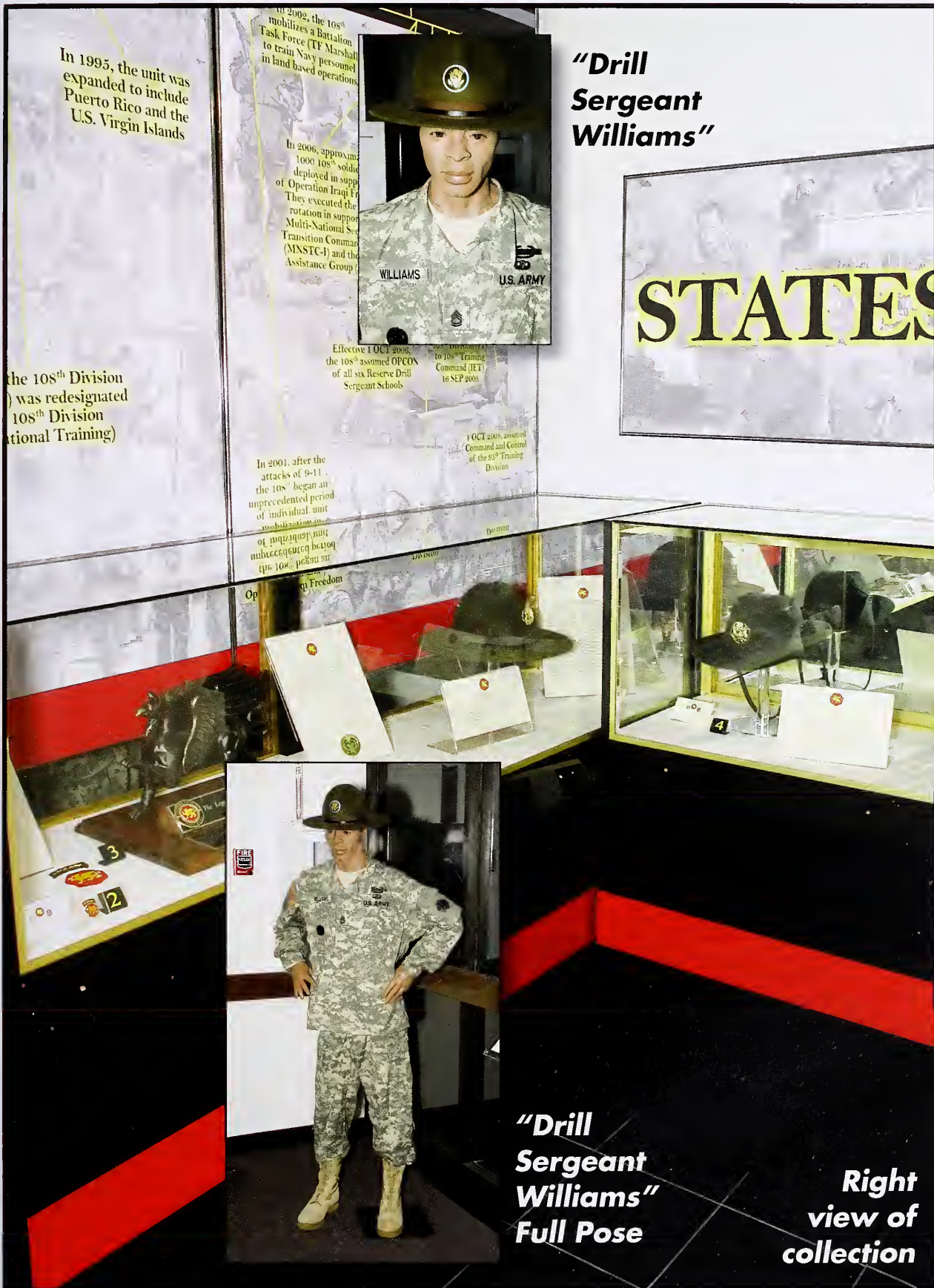
He died in Baghdad, Iraq on April 26, 2007



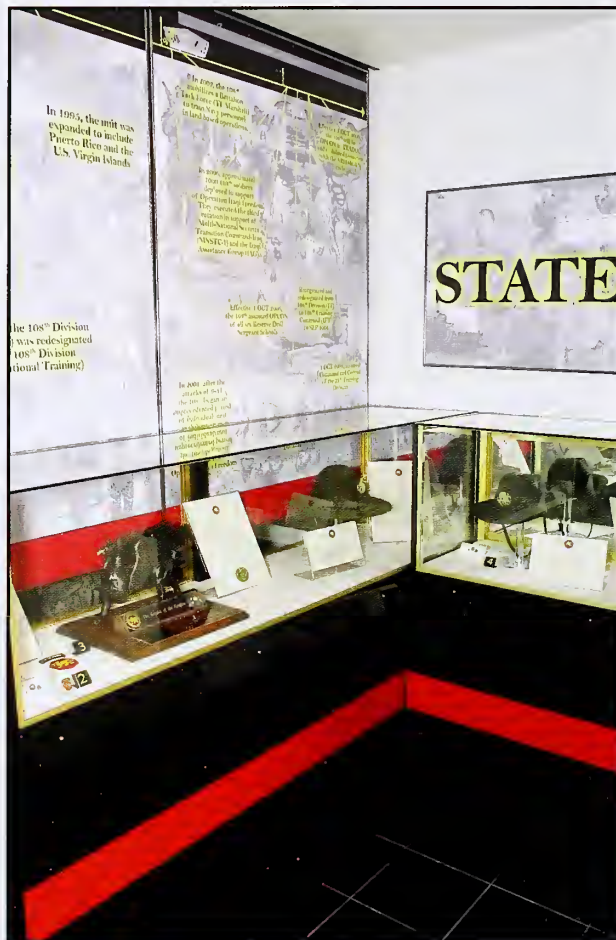
Historical Collection



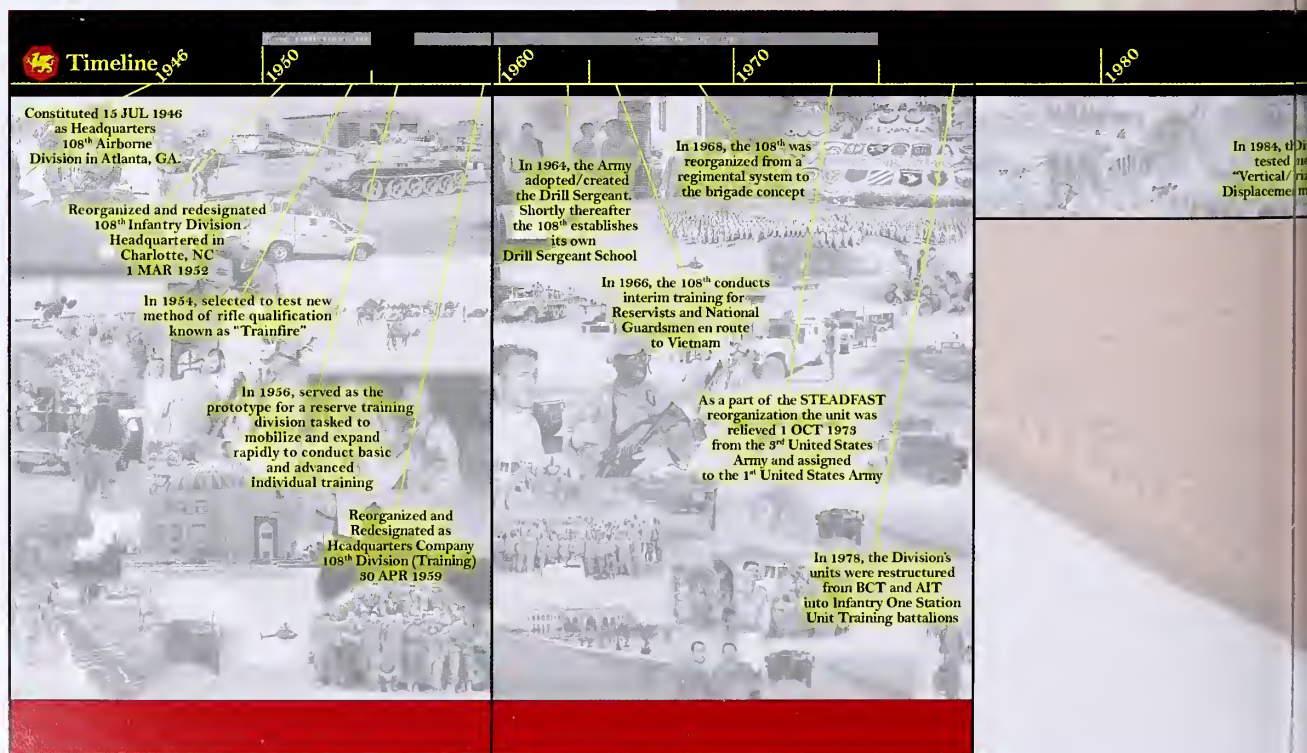
Historical Collection



Chronological Diorama

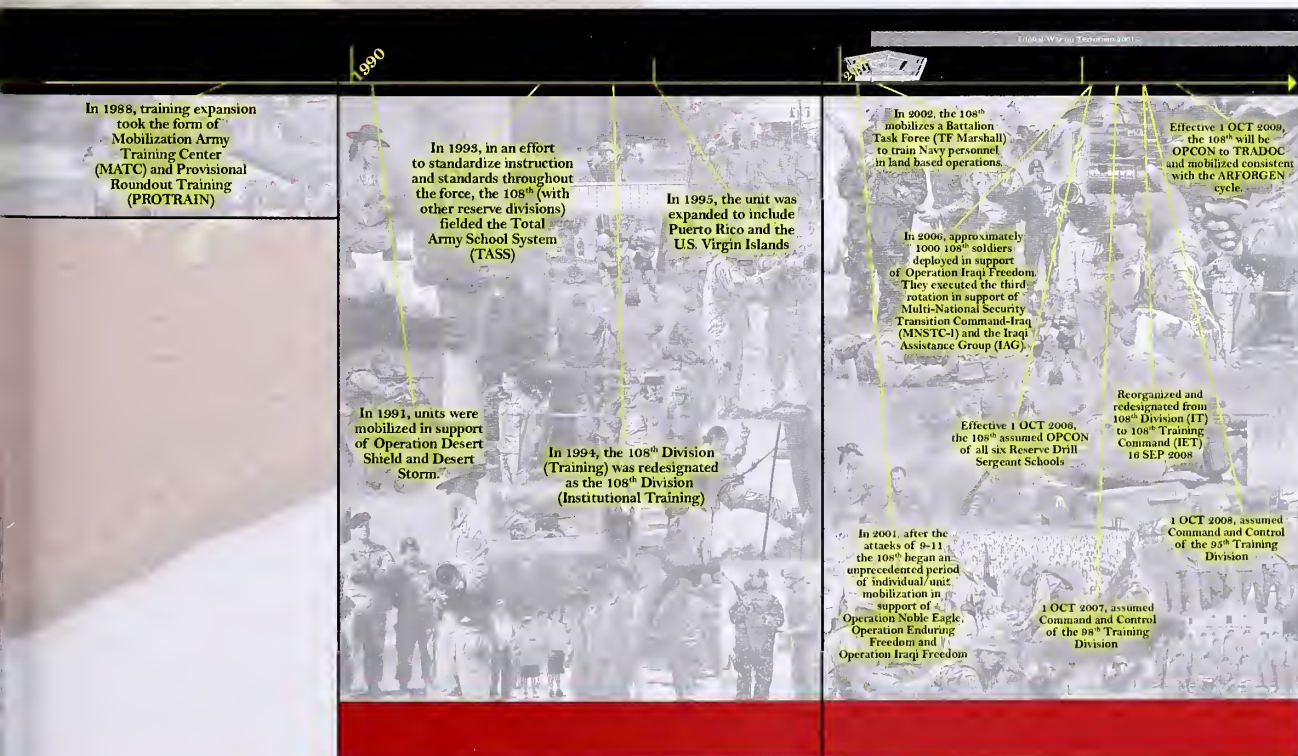


On these pages is the layout of the history and significant events that have transpired since the existence of the legendary 108th “ghost” division, to modern-day units serving overseas in the Middle East.



from 108th Headquarters

We encourage you to visit us at HQ, and most importantly visit the 108th Divisions's memorial honoring those who gave their all.



Conclusions



“Though the future is uncertain, what is certain is that the Division Soldiers will continue to be called upon to answer their country’s call at a moment’s notice.”

*- COL Suzanne M. Newton,
then Chief of Staff,
February 2003*



An NCO's Perspective

The History of the 108th, from the perspective of its Senior Noncommissioned Officer, the Senior Drill Sergeant of the Army Reserve

CSM Joe Payne, Command Sergeant Major, 108th Training Command (IET)

"Behind the regular army must always stand the great reserve army consisting of the able-bodied men of the nation, so trained as to be promptly available for military service if needed, but following their normal occupations in time of peace." (Author unknown)

I joined the Army Reserve in 1981 after a break of service from active duty. When I was contemplating my new part time career, the recruiter presented a number of "opportunities" for me to pursue.

After careful consideration of my options I chose to become a Drill Sergeant in the 80th Division (Training) at Fort Story, Virginia. At the time there were really only a few qualifications for becoming a Drill Sergeant, 1. Having a GT score of 100 or higher 2. Passing the APFT and Height / Weight 3. Be an Infantryman, which I was not, but was handled with some administrative action along with being appointed Sergeant from Specialist 5th Class.

In 1982 I was enrolled in the then Self Paced Drill Sergeant Course or Bootstrap Program as it was called. This was about as close to being a correspondent course as you could get for becoming a drill sergeant. You were given a course map and your materials and you were sent off to rehearse your modules with your peers. When your peers agreed that you were ready, you pitched your module to a course evaluator and if you received a go for that module you moved on to the next module, if not you went back and tried to correct your deficiencies so that you could pitch your module again. If you received three no gos in any one module you were dropped from the course. The course was scheduled to complete in about 14 months including an annual training.

The program was so deficient as soon as your graduated you had to attend the Drill Sergeant Leadership Skills Program to learn those fundamental leadership skills not taught nor learned in the Self Paced Drill Sergeant Program.

Fortunately I lasted long enough to see and have a hand in the Army Reserve Drill Sergeant program turning around 180 degrees to the professional course it is today.

When I joined the Army in 1973, going to the Primary Leadership Development Course

was not required to make E-5, it just gave you more points for the promotion board. Because I was promoted to Staff Sergeant upon graduation from Drill Sergeant School, it was decided that I should attend the Advanced Noncommissioned Officer Course (ANCOC), which I did at the Armed Forces Staff College in Norfolk, Virginia.

108th Division – 108th Training Command - September, 1984 – Present

In 1984 I was a newly promoted SSG, not too awfully long out of the 80th Division Drill Sergeant School with one annual training under my slightly used hat. I moved from Norfolk, Virginia to take a job with then First Union National Bank in Charlotte, North Carolina. With this came a transfer from Delta Company, 3rd Battalion, 318th Regiment, 4th Training Brigade, 80th Division Training, Fort Story, Virginia to Charlie Company, 1st Battalion, 485th Regiment, 3rd Brigade, 108th Division Training, 142 West Cabarrus Ave, Concord, North Carolina

A Change of Culture.

Talk about your culture change. Having been a military brat, Charlotte was the first place I lived in my adult life that was not a military town. The only Concord I was familiar with was the one referred to in the battle of Lexington and Concord during the American Revolution.

I was soon to discover that Concord's claim to fame was a land mark that wasn't even named after Concord but instead was named after its larger neighbor to the south, Charlotte,

as in the Charlotte Motor Speedway. And it was the home of then Cannon Mills.

In September of 1994, the 1st Battalion had just returned its annual training supporting the ROTC Camp at Fort Bragg. I was participating in my first formation with my new unit. Lieutenant Colonel (LTC) Larry Collins was the battalion commander and Command Sergeant Major (CSM) Dana Jarratt was the battalion CSM.

LTC Collins was complementing the battalion on a job well done and was handing out the usual end-of-annual training awards and recognition. Near the end of the recognition LTC Collins called for what he called a special award for a special Soldier. It was then requested the SSG Billy Holder come front and center. SSG Holder was one of the unit's cooks, though you wouldn't tell it by looking at him. Billy was all of about 5'7 and weighed all of about 140 pounds with change in his pocket. He wore a pair of what we in the Army called "Birth Control Glasses" that had obviously seen their better day. The glasses were taped on the temples and on the bridge.

When SSG Holder presented himself on the commander, LTC Collins presented him with something that looked like a plaque wrapped in plain brown paper. When SSG Holder opened the package he pulled out a framed, autographed picture of professional wrestler Chief Wahoo McDaniel.

As the story went a number of unit members celebrated the end of camp by taking a wrestling match at the Cumberland County Arena in Fayetteville. While at the match, a number of the Soldiers watched as Chief Wahoo and his opponent that night



came out of the ring and continued their match on the floor outside the ring.

They watched in surprise and amusement as someone from the audience jumped on Wahoo's back. According to witnesses the Chief reached over his shoulder and grabbed his new assailant and proceeded to punch this new attacker in the face, breaking his glasses and knocking him over several rows of folding chairs.

Yes, that's right; the new attacker had been no other than the recipient of this picture, one SSG Billy Holder. They said when he came to after being knocked out, someone asked him if he thought wrestling was fake, Billy replied, if Wahoo McDaniel couldn't hit any harder than that, he ought not be in rasslin . . .

And so this was my induction into my new unit in the 108th Division. A small Army Reserve Center, in a small town, in a building too small to do any training in, where the topic of conversation was not tanks and airplanes but revolved around the local high school football teams, the Kannapolis A L Brown Wonders and the Red Raiders of South Rowan whose coach happened to be my First Sergeant, Larry Deal.

Stock car racing was the sport of choice and a local racer was well on his way of becoming a legend, Dale Earnhardt, Senior that is, this was all rounded out with professional wrestling, tobacco chewing and Cheerwine cola. My first official duty with the unit was to guard a parking space and watch for a visit by the then 108th Division Commander, Major General Whisnant.

It was to be the beginning of my 26+ year relationship with the 108th.

These Soldiers were closer that family. There was an eclectic mix of decorated Vietnam Veterans, with more than enough Bronze Stars with Vs for Valor and Purple Hearts to go around, young Soldiers like myself that had active duty experience but no deployment time and Soldiers that had always been in reserve status. Many of them were a close nit community of extended families that had worked for Cannon Mills. After spending time in this unit I would develop relationships that would last to the current day.

From 1983 to 1995 the Reserve Forces in the southeast were under the control of Second Army and Forces Command or FORSCOM. Our Second Army representative saw to it that we 11B drill sergeants enhanced our combat arms skills and coordinated several training sessions at Fort Bragg.

Some of us went to Anti-Armor School and were trained on the DRAGON and Tube-launched, optically tracked, wire-guided missile (TOW) systems. These Soldiers were rewarded with a secondary MOS of 11H (Anti-Armor). Others went to mortar training and were rewarded with a secondary MOS of 11C (Indirect Fire). We also attended a course labeled the Battlefield Survival Course that was to enhance our battle skills.

Unit Displacements.

During the 80s we were doing what was called Unit Displacements or UD's. These came in two configurations. There was Horizontal Unit Displacement or HUD, the sequential rotation of USAR Companies, Battalions or Brigades upon the entire BCT or OSUT, IET Cycle or Vertical Unit Displacements or VUD, where the Companies, Battalions or Brigades all



train during the same two weeks on whatever period of the cycle the AC units happened to be executing during those two weeks.

Typically there would be one active duty Drill Sergeant per platoon and one AC contact in the company headquarters for continuity purposes. The advantage of this type of AT was that at the company and battalion levels, you kept pretty much unit integrity. Your whole unit showed up in its entirety and was tasked to a unit. The cadre of that unit was responsible for certifying our drill sergeants in the tasks that they would be responsible for during those two weeks. Once the reserve drill sergeants proved themselves to their Regular Army counterparts, they were usually given the keys to the store and the active duty cadre made themselves scarce for the remainder of annual training.

The disadvantage of this period was that Drill Sergeants were primarily trainee movers and baby sitters. Our job was to keep track of our charges and move them to and from required training that was usually taught by subject matter experts or SME who was part of a committee group. Primary training for drill sergeants were physical training and teaching Drill and Ceremony with some reinforcement and hip pocket training thrown in after the Soldiers had attended class.

The 108th was primarily responsible for Infantry One Station Unit Training or OSUT training. Because of this we spent a majority of our annual trainings during this time going to Fort Benning.

The National Guard Recruit Sustainment Program (RSP)

Some of the best training that a drill sergeant could do at that time was as part of the Army National Guard Recruit Sustainment Program. As a Sergeant First Class I was one of the Noncommissioned Officers in Charge (NCOIC) provided by the 108th Division to conduct this training for the South Carolina Army National Guard at its training center at Eastover just outside of Fort Jackson. This was a program used by the National Guard to initiate their pre basic recruits to some of the expectations of basic combat training.

This was a very modified basic training as the National Guard was very specific in what was to be trained and how these recruits were treated given the investment that they had in these civilians. But they did want their recruits exposed to drill sergeants and we were tasked with teaching physical training, basic drill and ceremony, military customs and courtesies and basic BRM, familiarization with the M-16.

This turned out to be a very successful program for the National Guard because it was a proven fact that recruits that participated in this program had a higher chance of graduating from basic training and many of them were chosen for leadership positions such a squad leaders in basic training. We also provided this service for the North Carolina Army National Guard.

In 1990, I was promoted to First Sergeant of Charlie Company, 1st Battalion, 485th Regiment.



Provisional Roundout Training (PRO-TRAIN).

During the early 90s the emphasis was changing from Infantry OSUT to Initial Entry Training and Fort Jackson became our primary focus. With change in focus this came a new buzzword in training, Provisional Roundout Training or PRO-TRAIN. Under Task Force Lion, battalions from a the division's IET Brigades would rotate through taking a two week training slice with overlapping 17 days ATs until the basic training cycle was completed.

The advantage of this type of training was again you had unit integrity. The Army was starting to move away from committee group training meaning that the Drill Sergeants had to become more rounded in their training expertise. The First Sergeant was charged to become the Master Trainer, much like the conductor of an orchestra, who has to be familiar with all the instruments in his charge, the First Sergeant had to learn all of the tasks to be taught and had to verify that their Drill Sergeant were qualified to teach them.

The disadvantage was that the active duty had evaluator teams. The original intent was for these teams to assist the reserve cadre by reinforcing training that went right and showing you your deficiencies so that you could improve. But instead of assisting you, these teams would go around with clip boards and write down any deficiencies that they observed during the course of the training day. At the end of the day, there would be a company meeting and the evaluators would then take turns giving their after action reviews, which primarily turned into a session where they basically

criticized every minor discrepancy the reserve cadre had that day and basically served to reinforced the active component's belief that the reserve drill sergeant were not as competent of their active duty counterparts, not withstanding that many of our drill sergeant had years of experience compared to only months on the trail for their active counterparts. Many of us volunteered to be on similar evaluation teams for our active duty counterparts, but that offer was never accepted.

The other disadvantage of this system was that commanders would stack the training cycles with the same units training the same periods of training every year to protect weaker units. Because of this you were having the same units responsible for in-processing, Soldierization, basic rifle marksmanship, collective training, road marches, bivouacs and graduation and in fact it became almost like the committee groups of the past with subject matter experts. Because of this some drill sergeants went years and never had any visibility of the other facets of basic training.

For the trainees anytime you change cadre every two weeks, no matter how hard you try it causes a disruption in training. The outgoing crew is slacking off knowing that they are about to end AT and the new group is coming in full of fire trying to establish their power base. The Soldier in training ends up on a rollercoaster throughout basic training.

Desert Storm – 1991

The 108th Division's primary mission was to assist with the expansion of the training base during the time of war. Every unit also had an alternate mission in case the primary mission



was not needed. For the 1st Battalion, 485th Regiment, Concord, North Carolina our alternate mission was to help run the Port of Charleston, South Carolina move equipment during the time of need. Though we never trained for this duty, it was indeed assigned to us.

On Thursday, January 17th, Operation Desert Shield became Operation Desert Storm, the Liberation of Kuwait. On Friday, January 18 while on vacation visiting family in Virginia, I got a call from my battle buddy and best friend, SFC Chip Haynes, telling me that we were on alert and I needed to come back to North Carolina. On that following Monday, January 21 1991, 100% of the 1st Battalion, 485th Regiment, along with elements of the 3398th Reception and three companies of the 3rd battalion 485th Regiment reported to Fort Jackson, the first units in the history of the 108th Division ever called to active duty.

Fort Jackson like most of the training bases was virtually empty when we arrived. It was after the Christmas holiday break and no one was standing in line to join the Army to fight the "Mother of all Wars" as Saddam would call it. So Fort Jackson sent its drill sergeants to support the Port of Charleston mission. The expectations were for thousands of casualties, so the Army started recalling thousands of Individual Ready Reservist or IRR Soldiers. These were primarily Soldiers with skills needed to support the war, medical personnel, transportation personnel, logistics personnel, from grades E-1 all the way up to O-6 doctors.

Some of these Soldiers had been out of the Army for several years and were not at all happy about being recalled to active duty

in support of this war. This was a challenge that mother Army wanted no part of it. So as these Solders showed up at the Fort Jackson our reception assets in-processed them, the 1st Battalion then picked them up twenty four hours a day and was responsible for any train up the Soldiers needed, basically reinforcing the common tasks skills and BRM. We were also responsible for the then equivalent of the Soldiers Readiness Program, making sure that the Soldiers were medically and administratively ready to deploy. We were tasked to do all of this in four days. As usual after every rotation of IRR Soldiers, Fort Jackson had us relocate to different billeting in anticipation of trainees that were expected but never materialized.

We would then transfer the Soldiers to the 3rd Battalion, 485th Regiment, which was tasked with running the Continental United States or CONUS Replacement Center on Fort Jackson. They would issue the Soldiers their equivalent of the Rapid Deployment Initiative (RDI) equipment issued today including the Soldier's Desert Camouflaged Uniform (DCU) and the weapon the Soldier was to be deployed with. The 3rd Battalion units were also responsible for getting the Soldiers to the transition point and on the airplane to Kuwait.

During this time I and a fellow First Sergeant were commuting back to Charlotte on weekends to attend the First Sergeants Course. One of the members of the class was then MSG Shirley Moser who was also the unit administrator of the battalion in Winston-Salem, North Carolina. MSG Moser was responsible for keeping all of us in the course on track providing all of the latest updates



in Army publications and regulations. MSG Moser would shortly thereafter enter the Warrant Officer Program and is as of this writing the Command Chief Warrant Officer of the 108th Training Command (IET).

All of these units were on orders to Fort Jackson for one year, but because of the success of the coalition forces basically winning the war in 100 hours, our mission was shut down after a couple of months and in March of 1991 all the units returned home for a heroes welcome. Unfortunately, not all of our battalion's Soldiers returned home. Two of our comrades died of health related issues, one of those being Billy Holder whose story from the ROTC Camp I related above.

After the War.

In 1993 the 1st Battalion of the 485th Regiment was selected as the runner-up in the Army Community of Excellence award, in which several of the unit members were invited to the Pentagon to meet with Major General Roger Sandler, the Chief of the Army Reserve and Command Sergeant Major Collin Younger. The unit received the Award and a check for 25,000 presented by the Army Chief of Staff, General Gordon R. Sullivan.

With the end of Desert Storm the military was to suffer from what was known as the Peace Dividend. The military's budget was cut back significantly and as a result the Army was getting ready to undergo one of its significant reorganizations in years.

In 1993 and 1994 the Army Reserve reduced its training divisions from twelve to seven. The 108th Division, now the 108th

Division (Institutional Training) picked up six new Total Army School System (TASS) Brigades with the reorganization of the Army Reserve Force Schools. But we were also reduced from four training brigades to two, and six Battalions were eliminated including our own beloved 1st Battalion. After closing the doors of the 1st Battalion 485th Regiment, Concord, North Carolina for the last time I left to attend Residents Class 43 of the United States Army Sergeant's Major Academy (USASMA).

Upon completion of USASMA I returned to the 2nd Battalion, 485th Regiment in Asheboro, North Carolina. I joined them during their annual training at Fort Jackson. I was tasked with starting a new company, F or Foxtrot Company in Asheboro, North Carolina. For a year I ran that company as the First Sergeant, without either a company commander or a training officer assigned due to a shortage of junior officers that left the service after Desert Storm.

Echo Company Missions

After PRO-TRAIN the next buzz word in Initial Entry Training became Echo Company Missions.

This concept was that the active duty training battalions would have a company set aside, E or Echo Company to be utilized by reservists especially during the summer surge. What it transformed into was the battalion would shift its assets around to provide its own command and control and the reserve drill sergeants became individual augmentees to be distributed amongst the other units at the pleasure of the host unit.



While the active Army units enjoyed having total control of the assets, this was not good for the Army Reserve because unlike other options in the past there was now no unit cohesion. The unit command teams and their drill sergeants did not get to function as a unit. Because of the rapid turnover of units the drill sergeant units quickly burned through its resources.

In 1995 as part of the Army reorganization, Second Army was inactivated and we again came under control of First Army.

In 1997 I was selected for promotion to Sergeant Major and appointed to Command Sergeant Major and assigned to the 3rd Battalion, 518th Regiment, 1st Brigade then in Statesville, North Carolina and spent a year driving up and down the road between Statesville and Morganton, North Carolina before moving into our new headquarters in Hickory, North Carolina.

During this time we were fortunate enough to do a Battalion Headquarters Displacement at Fort Jackson. This experience reminded me of earlier displacement as we spent the first couple of days proving our worth to our active duty counterparts. After doing so we were allowed to function as an active duty battalion for the rest of our AT.

It was also during this time I met the acquaintance of one Command Sergeant Major Walther, who had just returned from Europe as the US Army European Command Sergeant Major. He had planned to spend the rest of his eighteen months pending his retirement as a battalion sergeant major of the unit with which the 3rd Battalion had partnered.

Shortly after arrival, he was assigned to the Fort Jackson Drill Sergeant School as its commandant. He was tasked to consolidate all of the Army's Drill Sergeant Schools to Fort Jackson. From here our paths were destined to cross time and time again.

After he retired he became the Director of the Proponency of the Drill Sergeant Program. To this day he still has direct influence in the operations of our drill sergeant school.

The 108th Division (Institutional Training) Drill Sergeant School

In 1999 I was informed by the 108th Division Command Sergeant Major Johnny Dwiggins that I had been selected as the next commandant of the 108th Division Drill Sergeant School, which came as a complete surprise to me as I didn't apply for the position and was very happy with my assignment with the 3rd of the 518th. But like many of us in a long Army careers I saluted the flag, said yes sir and reported to the Drill Sergeant School Headquartered at Fort Jackson. At that time the 108th Drill Sergeant School was part of the 7th Brigade (Training Support).



The Great Eight.

I replaced Command Sergeant Major Sam Rule as commandant of the 108th Drill



Sergeant School. CSM Rule was selected to replace Johnny Dwiggins as the Command Sergeant Major of the 108th Division (IT).

Shortly after my arrival, I presided over the graduation of my first class. This class started with about 25 candidates but in the fourteen months it took to complete the class all but eight had either quit or been dropped from the course. As this was my first graduation I was very proud of this occasion and I called these graduates the Great Eight.

In attendance of this graduation was then 1st Brigade Commander, Colonel James B. Mallory III, now Major General Mallory, whose is completing his tour as the 108th Training Command Commanding General.

COL Mallory was looking over the graduation class and lamenting the fact that at the current rate of graduation the division was never going to meet its need of drill sergeants. He and CSM Rule were having a "spirited" conversation over this fact, a conversation I remember to this day.

Out of this it was meeting of the minds I came to realized that our system of training Army Reserve Drill Sergeants was broke. And the continuing challenge of trying to reserve space on Fort Jackson to do two weeks of training during the summer surge was next to impossible. Changes were in order.

Partnership with the 80th Division Drill Sergeant School.

In 2000 the 108th Drill Sergeant School was moved under control of the 6th Brigade (Professional Development) along with the Noncommissioned Officer Education System

School or NCOES. This was a move to sync all of the Army Reserve Drill Sergeant

Schools under the same structure. At the time there were two unit organizations in the United States Army that were completely run by NCOs, the Drill Sergeant School and NCOES. In 2009 the United States Army Sergeant Major Academy joined this group when command was turned over to its first Command Sergeant Major Commandant.

At the 108th Drill Sergeant School we had to address the inability to doing any training at Fort Jackson in the summer time. In the four years I spent as commandant of our school, the 108th DSS never spent two consecutive ATs in the same facility. Unlike the other reserve divisions that had dedicated space on installations such as Fort AP Hill for the 80th and Fort Knox for the 100th, we were at the mercy of Fort Jackson. This always meant having to modify requests for billeting, getting bumped from ranges for such activities as Junior ROTC Training.

To help resolve this issue we partnered with the 80th Division to do our summer AT at Fort AP Hill in Virginia and alternate to a winter AT at Fort Jackson. In order to fit into this schedule the Drill Sergeant Schools needed another alternative to the Option 1 and 2 that the DSS was currently offering. The idea was floated to do 3rd Option or two / six / two as it was called. This would give us two ATs one the front end and back end with 6 IDT periods in between. There was a great deal of resistance to this plan as a lot of those in command positions thought that there was no way that Soldier or their employers would agree to doing two AT periods within a six month period.



The doubters were proven wrong. This option turned out to be more than successful. Graduation rates went from 32% to the high 70s. Soldiers bought in the concept as in the first two weeks they bonded with their classmates and were motivated to graduate in six months. We were turning out the largest graduation classes seen in years with 60+ graduating a class. But even more impressive is that we were graduating Drill Sergeants every six months which quickly added to our overall readiness and strength.

The 108th Drill Sergeant School was also tasked to move into our new unit areas in Georgia, Florida and Puerto Rico. To accomplish this we closed satellite schools in Asheville and Lumberton / Fort Bragg and started new satellites in Coco Beach, Florida, Fort Benning, Georgia and Fort Allen, Puerto Rico. These new satellites became instant successes as that these areas were previously untouched territories for recruiting into the drill sergeant program.

Between these two new developments the foundation was in place for creating the strength and setting up the 108th Division to eventually become the 108th Training Command (Institutional Training). As during this time period the 108th Division was responsible for creating over 40% of the overall drill sergeant strength of all the training divisions in the Army Reserve.

The attack on 9/11 and the Transition of the Army Reserve.

Then on September 2001 an event occurred that would change significantly the role of the Strategic Reserve System. The attack on

9/11. As long as I still have a memory I will always remember exactly what I was doing that morning. I had been displaced (laid off) from First Union with the First Union / Wachovia Bank merger. I was working on my PC at home watching Good Morning America on TV. Shortly before 9:00 Charlie Gibson and Diane Sawyer reported that apparently a plane had crashed into one of the towers of the World Trade Center.

This in itself did not alarm me because as a history buff I knew that a B-25 had crashed into the Empire State Building at the end of World War II. I did understand that had happened on a foggy day and on this day the sky appeared to be clear. But it was shortly after 9:00 as I watched in shock as the second airliner crash into the second tower, something that left no doubt in my mind that our country was under attack. I started sending E-mails to friends and family members letting them know that the United States was under attack.

Little did I know then the effect that attack would have on the Army Reserve.

In 2002 the 108th was tasked to provide Theater Specific Individual Readiness Training (T-SIRT) to IRR Soldiers at the CONUS Replacement Installations of Fort Benning and Fort Jackson. At Fort Jackson this became Task Force Marshall primarily to train Navy Reservists being called to active duty.

As of 2010, this mission continues through specific request of the Navy. When notified that Fort Jackson was looking at replacing the reserve drill sergeants with contractors, the Navy opposed this move noting that in most



cases their reservist would be working under Army control once deployed and they wanted to get their Sailors to become familiar in working in the Army environment. Plus most of the drill sergeants had recent combat experience that the Navy felt was important and they were more than satisfied with the training.

I continued to serve as the commandant of the 108th Division Drill Sergeant School until 2003 when I became the Command Sergeant Major of the 6th Brigade (Professional Development), 108th Division (IT). The 6th Brigade was headquartered in the same building I had served in as a member of the 1st Battalion, 485th Regiment, so in that aspect I had returned to my roots in the 108th.

Foreign Army Training Assistance Command or FA-TRAC

In 2003 the 95th Division, Oklahoma City, Oklahoma was tasked in putting together a task force to train the Afghanistan National Army's Drill Sergeant School, a mission that continues in 2010 in support of Operation Enduring Freedom.

In 2004 the Army tasked the first of the Army Reserve Training Divisions, the 98th Division out of Rochester New York, to assist in training the Iraqi military and national police. The 98th Division mobilized through camp Atterbury, Indiana and were deployed forward to Iraq in support of Operation Iraqi Freedom. They did this as part of the Multi National Security Transition Command – Iraq or MNSTC-I.

The MNSTC-I mission was to 'Organize, train, equip, and mentor Iraqi security forces, in order to

support Iraq's ultimate goal of a unified, stable and democratic Iraq, which provides a representative government for the Iraqi people; is underpinned by new and protected freedoms for all Iraqis and a growing market economy; and is able to defend itself and not pose a threat to the region.'"

The 98th provided personnel for Military Training Teams or MTTs, as members of the Civilian Police Assistance Training Teams or CPATT and the Coalition Military Assistance Training Teams or CMATT and the convey escort team, known as the Roughriders..

The 98th Division was replaced in 2005 by the 80th Division headquartered out of Richmond, Virginia; in 2006 the 80th was replaced by the 108th Division; and in 2007 the 108th was replaced by the 104th Division out of Vancouver, Washington.

Task Force Griffon

The 108th Division's iteration of this mission was named Task Force Griffon. The MTT teams were reorganized under the Iraqi Assistance Group or AIG. About 900 Soldiers from the 108th and other cross leveled resources were mobilized for this mission. During the mobilization of Task force Griffon, I had the privilege of being selected by then Brigadier General Mallory to serve as the Task Force Command Sergeant Major.

When I told my wife, Beverly, that the 108th was being mobilized to go to Iraq, she immediately knew that meant me. She asked why? I answered that this was a job that I had trained for my entire adult life and that the Army and Army Reserve had been good to me, it was my duty to serve.



Once deployed to Iraq I served as the CMATT CSM under then Brigadier General Terry Wolff, who at this writing is the commander of the 1st Armored Division.

2007 turned out to be a monumental year in Iraq, General George Casey left Iraq to become the Army Chief of Staff and General David Petraeus took over as the Commander Multi National Force – Iraq. Along with this change at the top the surge started. After a rough start these changes along with the thousands of troops we trained started to turn the corner in Iraq.

I had one of the best jobs in Iraq, being able to travel around the country visiting all of our Soldiers from the Zahko Military Academy in Kurdistan on the northern border with Turkey, Al Asad Air Base to the west, the Kirkush Training Base in the east on the border with Iran and the Naval Base at Um Qasr in the south on the coast and many places in between.

We had facilities that ranged from former Saddam palaces, to agricultural colleges, to school houses, to fire departments, to clinics, to trailer hooches to tents. We slept on king size beds, single beds, bunk beds, cots, mattresses on the floor, mats, in chairs, on planes, helicopters and in armored vehicles. We ate in palaces, mess halls, fast food joints, outdoor restaurants, homes and Iraqi mess halls. We had air conditioned buildings and traveled in Strykers in the 120+ degree summer heat without air conditioning.

But through it all one theme remained constant, no matter what the situation or how bad the conditions, our Soldiers performed outstandingly, doing the job they had trained

years to do, train Soldiers. Words cannot express how proud I was of how our Soldiers performed in Iraq.

When I returned from Iraq in 2007 I was selected to be the last Command Sergeant Major of the 108th Division (Institutional Training) and the first Command Sergeant Major of the new 108th Training Command (Initial Entry Training) a national command with all of the Army Reserves Initial Entry Training Assets (Drill Sergeants).

Today.

As of this writing the 108th had two subordinate divisions, the 95th Division (The Iron men of Metz) Oklahoma city, Oklahoma, which will be relocating to Fort Sill, Oklahoma and the 98th Division (Iroquois) in Rochester, New York, that may or may not be relocating to Fort Benning, Georgia.

By the end of 2010 the 108th TC will assume command of the 104th Division, the Timberwolves and its ROTC mission. The 104th is currently in Vancouver, Washington soon to is relocate to Fort Lewis, Washington

All of the Army Reserve Drill Sergeant Schools have been consolidated under the command of the 108th Training Command and that school is headquartered at Fort Jackson, South Carolina.

The 108th now conducts training for all of the Army Reserve units slated to be deployed abroad at the Army Reserve Regional Training Centers in Fort Hunter – Liggett, California, Fort McCoy, Wisconsin and Fort Dix, New Jersey. This mission is transferring to the 84th Training Command.



The Task Force Marshall mission continues at the McGrady Training Center at Eastover in South Carolina.

And this past year we provided trainers for Djibouti in the Horn of Africa and advisors in the Kingdom of Saudi Arabia.

The way ahead – Future Challenges

In summary, the training given to and provided by the Army Reserves has leaped light years from my earlier experiences in the Army Reserves back in 1981. No one could have predicted the future of the reserve force and its commitment and support of the active duty force and its missions. If you had the vision to write this story back then it would have been slated for the fiction department.

The movement of the Army Reserve from a strategic force to an operational force must continue along its current track if the Reserve is to remain a relevant force provider to our active duty counterparts both at home and abroad. With the drawdown of the forces in Iraq and the change of focus and funding to other domestic policies the Army Reserve needs to be creative in maintaining the growth and professionalism that we have fought so hard and sacrificed for since September 11, 2001.

As my Army career winds down and my time in the 108th Training Command (Initial Entry Training) comes to an end, I can only state what an honor it has been to have served with you and how proud I am and will always be of the men and women throughout this command for working so diligently to support our missions and our Soldiers as we provide a value added force multiplier to the Army Reserve and the Army of the United States and to the defense of our great nation.

Victory Starts Here.



Veterans Day Parade, Charlotte NC November 2008



What's Past is Prologue

James B. Mallory III

I have had the distinct honor and privilege to command the 108th Division (Institutional Training) as it transitioned from a regional footprint in the Southeast and Puerto Rico to the 108th Training Command (Initial Entry Training) with units from coast to coast and beyond, all concurrent with deploying Soldiers to Iraq, Afghanistan and Saudi Arabia in support of the Global War on Terror and Overseas Contingency Operations.

My contribution to this work is designed to provide some commentary from my personal perspective that seeks to place into context the scope of change during the past sixty-five years with an eye toward illustrating how leaders at all levels can not only accomplish all assigned missions, but through creative leadership can influence and direct change in the future.

THE COLD WAR STRATEGIC TRAINING RESERVE

As the reader has seen, the since its formation in 1946 as the 108th Airborne Division, the 108th has undergone numerous reorganizations to adapt to evolving national security challenges. Initially part of America's strategic reserve, its formations and contemplated missions were similar to all Reserve and National Guard Divisions which formed the vast majority of fighting forces during World War II.

During the Cold War, to provide a credible deterrent to a Soviet invasion of Western Europe, the US Army needed

a large strategic reserve. Likewise, the Army's training base needed the capability to expand to meet the training requirement for a large draft-based force. To provide this strategic training reserve, in 1956 the 108th Division led the way by testing new training concepts and subsequently being reorganized in 1959 as a new Training Division, staffed primarily with a cadre of NCO and Officer instructors. Reflecting on these dramatic changes, it is clear that the leadership of the Division in these years was creative and adaptive – and set the course for a future leadership to aggressively embrace and implement change consistent with its motto PRINCEPS EXERCENDO - "First in Training."

THE PRIMACY OF THE NCO

Over the years the mission of the 108th Division and role of our primary trainer, the Drill Sergeant, has evolved to provide an ever-increasing capability to TRADOC and the Army Reserve. As a Company Commander in 1981 I quickly came to appreciate that mission success was driven



by having sufficient quality Drill Sergeants and a rock-solid First Sergeant. The core of this organization is built on our NCO Corps and it behooves all to remember that no matter where you serve in the 108th, none of the higher level units have a reason to exist but for Drill Sergeants on the trail and Instructors on the block.

MISSION CHANGES DURING 80s

As a company grade staff officer at Brigade and Division, I observed our missions change from satellization where Drill Sergeants augmented the active component training companies during annual training to the displacement and Mobilization Army Training Center (MATC) missions where we added to the training base production capability as opposed to simply providing OPTEMPO relief. Oftentimes these missions were not developed or implemented by higher headquarters directives, but were initially conceptualized and tested, usually at the Brigade and Battalion level, where visionary leaders and staff engaged with active duty counterparts at the Army Training Centers at Forts Jackson, Benning, Sill, Knox and Leonard-Wood to test new training concepts and subsequently champion these changes through higher headquarters at the Divisions, USARC and TRADOC. These years were a renaissance in training as we collectively moved away from earlier training models and doctrine, fully embracing the joint Air-Land Battle concepts and the Battle Focused training and training management

concepts articulated in FM 25-100 and 25-101. Expectations for Drill Sergeants also increased due to the IET Strategy being implemented by TRADOC in the mid-eighties, which required Drill Sergeants to be the primary trainers of all tasks as opposed to training conducted by Committee subject matter experts; Company Commanders to be in charge of training on the ranges vice the Range Committees; and First Sergeants became Master Trainers expected to be out of the orderly room and with the troops during training. During MG William Gantt's tenure the 108th Training Division was the only unit to conduct Infantry OSUT off-site from Fort Benning during a Mobilization Army Training Center (MATC) mission at Fort Jackson, South Carolina and subsequently mobilized a battalion task force in 1991 from 1/485th Regiment in Concord NC to train mobilized Soldiers recalled from the Individual Ready Reserve for Desert Shield/Desert Storm.

POST COLD WAR REORGANIZATIONS AND MISSIONS

After the Gulf War, subsequent disintegration of the Soviet Union and end of the Cold War, to provide a "peace dividend" there were major reductions and reorganizations in all of the twelve USAR Training Divisions. Five Training Divisions were re-flagged as Exercise Divisions (later Training Support Divisions) designed to assist with collective training, battle staff simulations and validation of deployable



units. The seven remaining Training Divisions had on average a forty percent reduction in structure along with the rest of the Army. The 108th Division lost two of its four IET Brigade headquarters (Winston-Salem, NC and Hickory, NC); six of sixteen IET Battalions and most company size units were eliminated in favor of consolidated battalion locations in North and South Carolina. This reorganization was accomplished during the tenure of MG Ronald Sneed, who also made a long-term strategic decision to be re-designated from Infantry OSUT to Basic Combat Training and align our missions more closely with Fort Jackson.

As a result of the consolidation of units and the influx of Soldiers from drawdown of the active component in the early 1990s, most 108th Division units were amply manned with qualified Drill Sergeants to support the new Provisional Round-Out Training (PROTRAIN) battalion missions being executed at Fort Jackson. The PROTRAIN missions consisted of five 17-day battalion rotations to cover an eight-week BCT POI. PROTRAIN missions provided opportunities for all Training Divisions to provide structured, value added and recurring unit based support to the Army Training Centers and during these times the 108th Division sometimes conducted joint missions with units from the 80th and 104th Divisions. PROTRAIN missions were heavily evaluated and were not unlike an NTC rotation for a training unit. These missions often resulted in elimination of

sub-par performers and firmly established our bona-fides with our active component counterparts. With the displacement, MATC and PROTRAIN models the Training Divisions had become a value-added force to train the “summer surge” at little additional cost to the TRADOC, as most mission funding was paid through Army Reserve annual training funds. Nevertheless, at least one continuity DS per platoon and some company staff had to be funded with additional AT funds for the entire ten week cycle in order to limit turbulence to the trainee between cycles.

Concurrent with these reorganizations in 1993 the Division took on yet another significant task of piloting a proposed reorganization of the Army School System. The US Army Reserve Forces Schools were part of the Army Reserve Commands (ARCOMS) and provided multi-functional training for all MOS's in a geographic area. To bring consistency and elevate training standards, TRADOC and the Army Reserve proposed a dramatic reorganization into functional battalions based on Branch/MOS training with instructors assigned throughout a regional footprint and being validated by the TRADOC school propanancy. The 108th Division was called upon to test this new concept called the Total Army School System (TASS) for the prototype “Region C” consisting of North Carolina, South Carolina, Georgia and Florida. MG Sneed and the Division Staff, led by Chief of Staff COL Walt Edgar and G3 LTC Harry Boles, labored hard to devise a workable construct with



the limited staff resources provided in the proposed TDA. Initially, TASS battalions were woefully understaffed and designed to rely heavily on a multi-functional Brigade headquarters for support. There was considerable discussion as to whether they should even be called Battalions or Brigades with Commanders, an argument won by strong advocacy on the part of the Division leadership. In 1994 the TASS test concept was approved and applied nationwide with the other six Training Divisions and all were renamed as Divisions (Institutional Training), popularly known as "DIVITs." In addition to the Brigade reorganizations outlined in the history, the Division G-Staff of O5's was upgraded to a Directorate Staff of O-6's. In 1995 Puerto Rico and the Virgin Islands were added to the 108th's Region C and the 8th Brigade (Multifunctional) created. During this time MG Goldsmith and CSM Dwiggins provided inspired leadership to integrate the ten regional USARF schools organizations into an IET oriented Division culture.

CHANGES IN BASIC COMBAT TRAINING

While considerable attention was being paid to the new TASS side of the organization, Initial Entry Training battalions continued to successfully execute missions. As a brand new battalion commander in the 1/518 in Asheville North Carolina in 1993, I had the best job in the Army – for the first time a CSM and staff plus a cadre organization of the highest caliber where I

knew each Soldiers name, little equipment and no motor pool. During the mid 1990's the BCT POI also underwent revision with the addition of values training based on the newly published Army Values – Loyalty, Duty, Respect, Selfless Service and Personal Courage – LDRSHP. It was evident that Soldierization was being impacted by a significant number of a new generation of Soldiers who lacked consistent values previously inculcated by societal institutions like the family, school and churches. This meant Drill Sergeants had to spend more time throughout the BCT cycle working to instill character. At this time Fort Jackson also began to test and subsequently adopt gender-integrated training at the company, platoon and squad level which necessitated considerable adjustment of training methodologies of our Drill Sergeants who were used to Infantry OSUT or male-only BCT.

Beginning in 1996-97 Fort Jackson transitioned away from the PROTRAIN mission and adopted the "Echo Company" construct for annual training pioneered by the 84th Division at Fort Benning. Instead of five Battalion level rotations, one of the five companies in each of the 1st BCT Brigade battalions at Fort Jackson was hollowed out and filled by five RC company rotations for each cycle. A 108th Battalion was usually tasked to manage the fill and train-up for the entire cycle. The Echo Company mission, however, was not a pure RC company mission as the function of the RC Continuity Drill Sergeants was now accomplished by cross-leveling



two AC Drill Sergeants per platoon from A-D Companies and replacing them with RC Drills. Hence, each Echo Company actually had only four RC Drill Sergeants and the benefits of employing as a unit and executing as a team was diminished. Nevertheless, it was a value-added mission which expanded the production capability for TRADOC at little additional cost.

CHALLENGES AND OPPORTUNITIES

As we moved into the latter half of the 1990s, the DIVITs collectively began to experience a gradual loss of qualified Drill Sergeants. This phenomena was attributable to several factors. The drawdown of the active component had been completed and new accessions were not walking in the door ready to attend Drill Sergeant School. At the same time we began experiencing an increased attrition from retirements of Soldiers who had enlisted in the 1970's. Furthermore, as a consequence of consolidating companies at battalion centers and eliminating stand-alone companies in smaller communities, we had fewer enlistments from smaller towns and rural communities where the commute for drill was too expensive to bear. Indeed, without a Cold War adversary and coupled with severe budget constraints, the entire Army Reserve and Army National Guard struggled to maintain strength as generally speaking there was less of a sense of urgency and purpose to making the sacrifices associated with military service. Nevertheless, the 108th maintained a better qualified

strength posture than some of the other DIVITs, primarily due to the challenging value-added annual training missions at Forts Jackson that kept our Drill Sergeants engaged and motivated.

PARTNERSHIP AND PRE-BCT TRAINING

Studies at the time showed that most Soldiers left the Army Reserve because they were not challenged by the weekend battle assemblies and our Drill Sergeants were no different. They lived to work in front of trainees two weeks a year, and barely tolerated the uninspiring routines of training each other for the other eleven months. To kick up the intensity of drill based training a new training program was instituted that emphasized partnership relationships between RC Battalions and the AC Battalions at Fort Jackson. Championed by the 1st Brigade Commander, COL Julian Dew and his successor COL Skip McCartney, the program envisioned enduring and predictable relationships between battalions for AT missions and encouraged the utilization of RC Drill Sergeants and cadre to augment the supported AC battalion during drill periods. Those units which executed an aggressive and decentralized company level partnership program invariably saw an improvement in Drill Sergeant retention as the Drill Sergeants were in front of Soldiers conducting training and not just being trained. During this time we also began training NC Army National Guard soldiers during drill weekends prior to shipping to



Basic Training. The involvement of our DS in this program was a win-win for both organizations, as the NC ARNG's pre-BCT attrition rate was cut from almost forty percent to ten percent and our Drill Sergeants had another opportunity to actually conduct training of future-Soldiers and practice their craft. The close working relationship between MG Goldsmith and the NC Adjutant General likewise set the stage for expansion of some form of a Pre-BCT training program to all states by mandate Director of the Army National Guard. These programs were supported in varying degrees by the Drill Sergeants all of the USAR Training Divisions.

During the late 1990's we solidified our relationship with Fort Jackson under the command of MG Van Alstyne who was especially receptive to engaging with

and each battalion in the AC 1st BCT Brigade at Fort Jackson was aligned with several battalions from the 108th and 80th Divisions for both AT and IDT training support. Although in a different forms, due to close geographic proximity, these same drill-based partnerships were successfully used by the 100th Division at Fort Knox, 95th Division at Fort Sill and for AT purposes by the 84th Division at Fort Benning and 98th Division at Fort Leonard-Wood. The partnership program created enduring relationships with the AC that paid significant dividends during the Global War on Terror when numerous units were mobilized to the Army Training Centers to expand the training base.

IRR MOBILIZATION TRAINING

After a staff study of the Division mobilization mission for IRR training, the 108th Division published guidance in 1997 and again in 1998 after further review with Fort Jackson, the 7th and 1st Brigades. A key exercise to validate mobilization plans to conduct IRR refresher training at Fort Jackson was executed in April 1999 by the 1st Brigade with members of the Division HQ staff sections standing in for IRR Soldiers to provide a realistic assessment of training time and resource assumptions. In a prescient request, the ADC-Operations, BG Robertson, specifically requested that Family Support issues be incorporated into the scenario. This mobilization exercise proved invaluable in identifying issues in IRR training that set the stage for the



COL McCartney; MG Goldsmith; COL Mallory

the Reserves as a force multiplier. The partnership concept was formalized at the 108th Division to Fort Jackson level



actual execution of the mission at Fort Jackson in 2002.

APPLYING TASS CONCEPTS TO IET

While the DIVITs were able to meet all mission requirements requested by TRADOC, the continued loss of qualified Drill Sergeants resulted in extensive internal cross-leveling and extended voluntary AT in order to have the requisite 60 qualified Drill Sergeants per cycle. In this environment, partially filled structure became vulnerable to elimination, and as a result several Divisions saw battalions inactivated and remaining company structure consolidated and re-allocated to other battalions. Although the 108th did not lose any unit structure, despite heroic recruiting efforts, qualified Drill Sergeant was continuing to decline in the 108th Division IET units.

After seeing the NC ARNG successfully reduce Pre-BCT attrition rates, the 108th received a request by the Georgia and Florida ARNG to provide training assistance to their newly reorganized Pre-BCT training effort. The 1st BCT Brigade provided ready means to support the consolidated effort in Georgia at Fort Gordon due to the proximity of units in Clemson and Fort Jackson, SC. However, Florida was simply a bridge too far. As the S3 and XO of the 3d Brigade (CS) commanded by COL Bobby Ervin, I had the opportunity to work in a highly professional organization where instructors independently taught classes hundreds of miles away from their unit. As the new

Commander of the 1st BCT Brigade in Spartanburg SC, it occurred to me that if instructors could drill at a distance from their unit, surely Drill Sergeants could do likewise. Hence, the 1st Brigade staff led by LTCs John Glover and later LTC Wayne Barr, S3 LTC Chip Luckey and later LTC Fred Woerner and S1 MAJ Ray Royalty and senior civilian Jack Green worked to develop a "Distance Drill Sergeant" program to recruit potential DS candidates in Florida and Georgia. In 1999 the very first "distance Drill Sergeant" was recruited with the support of the FL ARNG in Pensacola Florida. Within a short period of time there were multiple qualified DS in both Georgia and Florida, to the point where it warranted consideration of unit structure to provide support.

STRATEGIC PLANNING

In this atmosphere, as we approached the new millennium, the new Division Commander MG H. Douglas Robertson directed a strategic reassessment of the 108th Division's missions and capabilities. As a result of the rigorous analysis of negative and positive trends, a fifteen point Division Battle Plan was produced to achieve specific critical goals using the "Ends, Ways and Means" construct. Improving qualified Drill Sergeant strength was a critical goal but the ways and means to achieve the ends was anything but clear. The Army Reserve at this time began the process of trying to improve overall strength of the USAR by placing a concerted emphasis on transitioning soldiers from the Individual Ready Reserve





War College Graduation for COL John Glover, COL James Mallory, ADC COL Skip McCartney center.

into our vacancies. In the end, this was not an effective means to fill our ranks with qualified Drill Sergeants, as on average only ten percent of those transferred completed the rigorous Drill Sergeant course. Hence, our formations became filled to capacity with Soldiers that were not Duty MOS qualified and unable to contribute to our missions. This fact, combined with high attrition rates of up to fifty percent out of the 108th Drill Sergeant School course, created a negative dynamic that did not bode well for the future.

EXECUTING THE BATTLE PLAN

Given the positive recruiting effort of distance Drill Sergeants by the 1st Brigade in Georgia and Florida, at the direction of MG Robertson the Division staff conducted a thorough analysis of potential

options to support moving unit structure into Georgia and Florida. In the end, a Master Unit Relocation Plan (MURP) was approved by MG Robertson which initially envisioned the potential relocation to three battalions worth of structure in multiple company locations throughout Georgia and Florida if recruiting efforts warranted. Both 1st Brigade and 2nd Brigade, under the command of COL Bill Keeter, were assigned AO's in which to operate. In short order, through the support of IET Battalion Commanders throughout North Carolina such as LTCs Keith Smith, Gary Leamon, and Paul Kress and the enterprising efforts of NCO's such as SFC Tony Constantino working solo in Florida, large numbers of highly qualified Drill Sergeant Candidates were recruited, as well as Company Commanders, First Sergeants and support cadre. Because most of the Drill Sergeant Candidates recruited came from MTOE USAR and ARNG units instead of the IRR, there was a much higher graduation rate for candidates from the Drill Sergeant School.

In time, there were sufficient numbers to justify submission of formal re-stationing packages and ultimately three IET battalions were relocated from NC: the 2/485 from Asheboro NC to St Petersburg (later Orlando) FL, 3/485th from High Point NC to Columbus GA, and 2/321 from Fort Bragg NC to Miami FL. Concurrently, as many company locations as could be filled were retained at the old battalion locations and assigned to remaining NC battalions. Since



there was no additional structure for the battalions, they likewise had to consolidate undermanned companies into fewer fully manned companies at the battalion HQ locations. As a result, the trend toward consolidated battalion locations was reversed and companies at remote locations were able to assert more control over training and ownership of their recruiting process.

To address the high attrition rate of Drill Sergeant candidates from Drill Sergeant School (DSS), we noted that most attrition occurred in the first three to four months of the one year course which was taught during drill at consolidated DSS locations and finished with a two week AT. CSM Sam Rule, the new 108th Division CSM, provided top cover with the DSS Proponent and other Division and DSS CSM's to enable the new DSS Commandant CSM William "Joe" Payne, along with the IET Brigade Commanders and CSMs, to design a new 2-6-2 program where the course would be offered twice a year and begin with a two week AT, then six drill periods, followed by the final two week AT. At the time there was considerable resistance to any change and a healthy skepticism that DSC's would be willing to conduct two AT's in a year. Nevertheless, the positive results were dramatic, with attendance increased and attrition rates reduced from 50% to around 15%, with the side benefit of being able to get a Drill Sergeant on the trail in half the time and have two class options per year. Given the new unit locations in Florida and Georgia, the DSS under

Commandant CSM Payne had to expand class sites to Florida and Georgia. The 108th also began a program in concert with the USARC Retention Transition Division (RTD) branch to establish contacts with the Reserve Component Career Counselors at active duty installations in an effort to improve AC to RC transitions. The 108th also began efforts to determine whether there was potential for establishing Drill Sergeants in Puerto Rico. As a result of these concerted efforts at all levels, the 108th Division began to see an actual increase in qualified Drill Sergeants system wide.

Meanwhile, the 108th Division continued to be a test-bed as tasked in 2000 to determine the feasibility of direct USAR support to Senior ROTC college programs. As a result of a successful test, the 9th Brigade (SROTC) was established in Charlotte, NC with a mission to provide Assistant Professors of Military Science to augment and expand ROTC programs. These ROTC Brigades were likewise established throughout the other DIVITs.

STRATEGIC PLANNING COORDINATION

As noted, all DIVITs were struggling with qualified strength issues, and the Division Commanders began to intentionally coordinate and share strategies to collectively improve their mission readiness. One of the first actions the DIVITs worked to support was the creation of an O-6 Directorate for Training (DCS-T - later G7) at the USARC headquarters to ensure DIVIT and training



issues were given appropriate consideration and visibility at the staff level. A former 108th BCT battalion and TASS Brigade commander, John Hargraves, became the senior civilian for the USARC DCS-T staff section. MG Robertson hosted the first formal strategic planning conference for DIVIT Commanders in Charlotte, NC and out of this effort further collaboration ensued across the force. Of particular note, the 104th Division began working its own aggressive re-stationing program and achieved considerable success in improving DS qualification.

THE GLOBAL WAR ON TERROR

With the attack of 9-11 on the Twin Towers of the World Trade Center and the Pentagon, the focus of our Armed Forces changed overnight. The 108th Division was no different, with the Division Command Team of MG Robertson and CSM Sam Rule immediately adopting stringent force protection measures and admonishing units to be prepared for any mission - individual or collective. In short order, units and individuals were mobilized in support of Operation Noble Eagle for homeland defense. Under the overall rubric of the Global War on Terror (GWOT), subsequent operations in support of Operation Enduring Freedom and Operation Iraqi Freedom were executed.

The contributions of 108th Soldiers and units have been described in great detail in the previous historical sections of this book. It is worth noting, however, that the ability to respond to these

missions was made possible by the vision, innovation and hard work throughout the 108th Division prior to 9-11 to create mission-capable units. When MG Skip McCartney assumed command of the 108th Division in March 2003, he not only began his four-year tenure as a wartime Commander responsible for mobilizing Soldiers and units in support a myriad of CONUS and OCONUS missions, but also of unprecedented reorganization and restructuring of the USAR and the DIVITS. MG McCartney was able to successfully influence and direct change throughout the USAR training formations not only because of his considerable experience and knowledge, but because of the credibility and reputation established by the 108th Division in improving qualified Drill Sergeant strength and building a fully mission-capable force representing nearly 40 percent of the qualified Drill Sergeants nationwide with less than 20 percent of the structure.

CONUS TRAINING MISSIONS

The primary CONUS based training missions assigned the 108th Division included the mobilization in 2002 of the 1/518 as Task Force Marshall commanded by LTC Doug Snyder to conduct refresher training for the IRR at Fort Jackson; the conduct of TSIRT training by the 6th Brigade's NCOES detachment at Fort Benning; individual BCT company mobilizations to Fort Jackson; TASS MOS reclassification missions at Fort McClellan (later Fort Leonard-Wood) under Task Force 108 (later TASS 250) commanded



by LTC Ray Lindsey and of particular note the rotational mobilization of a full BCT battalion at Fort Jackson beginning in 2003 with the 3/518 commanded by LTC Arthur Scott followed by the 3/323 commanded by LTC Jeff Czapieski and subsequently by the 2/485 with LTC Karl Voigt. It is worth noting that the 2/485, newly relocated to Florida and totally staffed with new Soldiers to the Division, completed the mission with no cross-leveling outside of Florida. Other DIVITs executed missions at the other ATCs as well, and collectively the DIVITs executed all CONUS training missions for which they were organized with distinction.

FOREIGN MILITARY TRAINING

Other than individual cross leveled Soldiers, no-one really anticipated a requirement for large scale mobilizations of trainers and staff for overseas missions. In the Spring of 2004, this possibility became a distinct reality as the 98th Division (IT) had been advocating for its use as a potential Foreign Army Training Command (FA-TRAC). In June 2004 the 98th Division was alerted to execute a mission in support of training the Iraqi security forces as part of the Multi-National Security Transition Command – Iraq (MNSTC-I). In short order, the 80th Division (IT) was advised that they were likely to be on tap to replace the 98th contingent if required. It seemed reasonable to assume that, although we did not have any formal tasking, the 108th Division would be a likely candidate to be the third rotation. As the

ADC-Operations, I was tasked by MG McCartney to concentrate my energies on the potential FA-TRAC mission.

In short order we assembled a group of key leaders to attend the 80th Division's Commanders Conference in November 2004. MG Paul Eaton, former Commandant of the Infantry School and the first senior leader to coordinate training assistance to the Iraqis was the featured speaker, as were several senior leaders of the 98th Division.

COL Danny Hill had already anticipated requirements and generated a shell operations order based on what information he could glean from the 80th Division's Tactical Operations Center (TOC) OIC COL Paul Benenati. During the ensuing months various members of the Division staff made several trips to visit both the 80th and 98th Headquarters to obtain up to date information on the progress of their missions and lessons learned. As the 80th mission commander, BG John McLaren provided full and unfettered access to his staff throughout their pre-mobilization training and deployment, to include their complete unvarnished opinions concerning their mobilization to Camp Atterbury, Indiana for nearly 90 days of pre-mob training and validation. The length and content of this training was a source of considerable frustration to members of the 80th, and served as a timely heads up to the 108th. At this time COL Hill had assembled a small TOC staff and was technically working out of the Division G3 section on



Division funding as there was no alert to justify support personnel mobilizations.

The TOC published an OPLAN in December 2004 and complete annexes and training calendars in June 2005. In September 2005 individual training and SRP was conducted at Fort McClellan Alabama for Soldiers who were initially identified against the 80th Division battle roster. In October 2005 USARC authorized COL Hill and one-third of the nearly 17 members of the TOC to be mobilized. There was still no alert, however, and mixed signals concerning the potential for mobilization were continually being received. Nevertheless, in Iraq BG McLaren continually reassured the 108th that there was every intent to continue to execute a Request for Forces (RFF) to replace the 80th Division. Accordingly, planning proceeded and the 2d Brigade 85th Training Support Division at Fort McCoy Wisconsin was designated as the training location for any mobilization. However, by December 2005, with no official alert to date, and with time to execute a Leaders Recon and Pre Deployment Site Survey diminishing, I sought an audience with the First Army Commander, LTG Russell Honore, to assist in getting resolution to our status. I remember his asking me "Why exactly are you here, and what makes you think the 108th is going to be mobilized?" After explaining our assumptions and communications from USARC and the 80th, LTG Honore immediately agreed that we needed an Alert Order issued as soon as possible and initiated contacts

with CENTCOM and Department of the Army. Within a couple of weeks we had an Alert Order in hand and began the pre-mobilization training and coordination process in earnest.

As the anticipated senior mission commander to replace BG McLaren, I led both a Leaders Recon in January and PDSS team in March 2006. We took the Commander COL Patrick Warren, the S3 and CSM of the 2/75th with us to see first hand the complexities of the Multi-National Security Transition Team – Iraq (MNSTC-I) and the special challenges for the Military Training Teams (MiTTs) embedded within the Iraqi Army. While in Iraq in January we saw the first lay-down of the RFF which was significantly different from the 98th and 80th mission structure. While the MNSTC-I staff was similar, the MiTT teams were now multi-compo with both AC and RC. To further complicate the management process, the team mobilizations were spread out over the entire year and now included two Divisions of National Police Training Teams (NPTTs) in the fall as well as smaller MiTTs such as the Iraqi Ground Force Command and various Motorized Transport units. We later learned that the largest group of MiTTs to support the 3rd and 5th Iraqi Divisions and a Brigade MiTT attached to the Marines would be trained at North Fort Hood Texas, and the subsequent smaller MiTTs and NPTTs at Fort Riley, Kansas. As a result of these complexities, USARC tasked the 108th with management responsibilities for all train and advisory missions to Iraq for 2006.



To my dismay, three weeks prior to mobilization I was advised that I would not be deploying to Iraq due to senior level reorganization of the Iraq Advisory Group (IAG) and personnel changes in MNSTC-I. Nevertheless, due to the extended mobilizations for a six month period, LTG Honore requested that I be mobilized to monitor the training and deployment process. Fortunately, we were able to significantly improve the training regimen for the almost 1,000 deploying Soldiers of the 108th and cross-leveled attachments from throughout the United States. Together with MG McCartney and CSM Roxanne Castille, I had the bittersweet task of seeing Soldiers off to Iraq and being left on the tarmac until the more joyous occasions of greeting them upon their return over the course of 2007.

TRANSFORMATION

Meanwhile, driven by the demands in OIF and OEF for USAR MTOE deployable units and the Base Realignment and Closing (BRAC) law, the Army Reserve began a sweeping process of rebalancing and re-organization to create the right force structure, doctrine and policies to support an ongoing commitment of units and individuals to support GWOT. This process, across all components of the Army, became known as "Transformation." Under the direction of the Chief of the Army Reserve, LTG Ron Helmly, the USARC staff had devised a new organizing principle known as the Army Reserve Expeditionary Force (AREF) process which envisioned packaging deployable

units in a sequence over time. This force construct was easily adapted to the Army Force Generation model later developed by the Army to manage the fill, training and deployment of all units. Force structure reductions and changes in command and control relationship in the training base and legacy Regional Readiness Commands had to be made to create additional MTOE structure and achieve C2 efficiencies. In 2005 the first effect of transformation on the 108th was as a result of the 84th Division (IT) being converted to the 84th Army Reserve Readiness Training Command (ARRTC). The 100th Division picked up the 84th TASS Region and IET units in their entirety, and transferred its TASS and small BCT presence in Alabama and Mississippi to the 108th Division. This transfer necessitated a fairly complex stand-up and stand-down of various 3rd, 4th, 5th, and 6th TASS Brigade units to achieve integration of elements of the 100th Division TASS units.

Eventually, after months of meetings with USARC staff and discussion of multiple possible scenarios involving MG McCartney and the five other DIVIT Commanders, a new Army Reserve C2 plan was approved and IAW the Army Reserve Transformation Integration Campaign Plan published in March 2006, the eleven Regional Readiness Commands and three Regional Support Groups were reduced to four Regional Readiness Sustainment Commands (later renamed Regional Support Commands), Operational and Functional commands



created for deployable MTOE units; five Training Support Divisions combined into one (the 75th); the 84th ARRTC reorganized to include OES and ROTC; and the six remaining DIVITs consolidated into two nationwide Training Commands for IET (the 108th) and TASS (the 80th). With the bulk of the Division staff mobilized in support of the FA-TRAC mission, double duty fell on the remaining staff under the leadership of Chief of Staff Karlynn O'Shaughnessy and G3 COL Jim Moore to plan, coordinate and manage the details of the complex phased process of both integrating the new IET units concurrent with a battle hand off of all 108th TASS units to the 80th Division as well as ROTC and OES battalions to the 84th ARRTC.

THE DEVIL'S IN THE DETAILS

When not seeing troops off to war, MG McCartney, Chief of Staff COL Karlynn O'Shaughnessy, CXO Sue Keene and the force development staff spent most of 2006 consumed with the drafting and execution of a CONPLAN and OPLAN to execute the directed transformation of the 108th Training Division (IT) to the 108th Training Command (IET) with a nationwide footprint of all IET units and a two Division downtrace consisting of the 98th and 95th Divisions. The decision was made by USARC to transition in a phased approach over a three year period culminating with the Training Command being OPCON to TRADOC. Given the critical importance of the Drill Sergeant School, in October 2006

the individual schools of each Division were consolidated under the Operational Control (OPCON) of the 108th Division. Numerous meetings and conferences were held to ensure a smooth transition of two-star command staffs to a one-star command structure less than one-third the size of the previous Division staffs and to clarify staff roles and responsibilities. The most painful aspect of the consolidation involved the direction to downsize the 54 BCT/OSUT battalions to 46. After input from the DIVITs and much deliberation, MG McCartney approved the selection of seven IET battalions throughout the country for elimination and subsequent allocation of the remaining 46 IET Battalions plus eight training support battalions to eight Brigades.

BOTTOM LINE, ITS ALL ABOUT DRILL SERGEANTS

After assuming command of the 108th Division (IT) in March 2007, I immediately began to focus the IET units of the five other Divisions on the primary challenge facing the new IET Command. My guidance was fairly simple – Accomplish the Mission, Take care of Soldiers and their Families, and Live the Army Values while following the Golden Rule.

To be mission capable, we had to have sufficient Drill Sergeant strength. At that time, with an anticipated end-state force structure of 2,880 qualified Drill Sergeant positions, there were approximately 1,400 qualified Drill Sergeants system wide, constituting less than 50% of qualified





*2 MG Mallory - Thank you
for your service to our Soldiers
and our Army. Best regards,*

Pete Geren
Secretary of the Army

Signing of the Army Community Covenant in Charlotte, August 13, 2008.

108th Training Command was chosen to represent the Army Reserve communities nationwide at this event.

Pictured: Seated after signing MG James B. Mallory III and Chief Deputy Secretary (and former NC Adjutant General of the NC National Guard) Gerald "Rudy" Rudisill

Background, left to right, Representative Robert "Robin" Hayes, 8th Congressional District of NC; Charlotte Mayor Pat McCrory; Secretary of the Army Pete Geren; Jennifer Roberts, Chairwoman of the Mecklenburg County Commission; LTG H. Steven Blum, Chief, National Guard Bureau.

Not pictured, LTG Jack C. Stulz, Chief Army Reserve.

Drill Sergeants required. While IET units in the old 104th Division had achieved impressive growth in qualified Drill Sergeants, success in other areas had been uneven at best. Applying the hard lessons learned in growing Drill Sergeant strength in 108th Division, the focus was to fix the INPUT, THROUGHPUT and OUTPUT problems of the force.

On 1 October 2007, the effective date for establishment of the 108th Training Command (IET), command and control

of four of the eight IET Brigades was given to the 98th Division which was then reorganized as a one-star Division under the command of BG Robert Catalanotti. Four IET Brigades were OPCON to the 95th Division (IT) which retained some TASS assets and remained a DIVIT under the command of MG Jim Archer until assignment to the 108th TC as a one-star command on 1 October 2008 with BG Roger Duff as the new Commander. Due to the anticipated relocation of the 98th Division from Rochester NY to Fort Benning, a command and control relationship placed the two brigades of

IET structure in the Midwest from the 100th Division, and two brigades of the 108th Division IET structure in the Southeast in the 98th Division with the headquarters in Rochester, NY. The previous downtrace of the 98th Division in the Northeast, now a brigade, together with the former 80th Division IET units in the mid-Atlantic were OPCON to the 95th Division (IT), creating what turned out to be a functionally aligned but geographically unwieldy command



structure. This geographic oddity was remedied on 1 October 2008 when the 95th Division (IET) came under C2 of the 108th Training Command and the brigades were re-aligned to their present East-West configuration. By this time, some IET units in the old 84th Division (IT) (current 4th Brigade 95th Division) had worn Divisional patches from the 84th, 100th, 98th and 95th in the space of four years, probably justifying the Velcro patch design for the new Army Combat Uniform.

Recruiting the right kind of DS Candidates, empowering First Sergeants to build their units through local recruiting, holding the chain of command responsible getting DS Candidates through the process within a maximum of two years and increasing DSS school options and frequencies to a year-round school were the means to accomplish our goals to increase qualified DS strength. We could not have changed expectations and how we did business without the professionalism and engagement of my battle buddy CSM William "Joe" Payne. Operation Vanguard, proposed by MG Archer of the 95th Division, was created to increase transitions from the AC force by placing RC Drill Sergeants at the transition points on active duty installations. Large numbers of unqualified DSC's were transferred to MOS qualified positions in MTOE units and by mobilizing 40 Drill Sergeant Leaders the DSS was able to conduct year-round classes in an AT status for DSC's at both Forts Knox and Jackson, to include the Warrior Leader Course. Re-stationing actions were reviewed and

submitted to "go where we could grow". As a consequence of the intense labors by the commanders and staff at all levels and especially the DSS Commandants CSMs Larry Welch and Travis Williams, Drill Sergeant numbers began to climb. By March 2010, with Drill Sergeant graduations for FY 2009 a record 511 graduates, the number of qualified Drill Sergeants exceeded 2,500, a nearly 90 percent qualified QDS fill and on track to attain 100 percent qualified DS within a year.

REGIONAL TRAINING CENTERS AND TF 802

While concentrating on growing the force, the 108th Training Command has continued not only execute TRADOC missions and support to OIF and OEF, but was tapped to execute a unique training mission in support of deploying USAR units. In the Spring of 2007 the Chief of the Army Reserve, LTG Jack Stulz, a former company commander and staff officer in the 108th Division, shared at a TRADOC GO conference the dilemma posed by DOD directives limiting mobilizations to 12 months. If the Army Reserve continued 60-90 day post-mobilization training for deploying units, it would run out of units with less than nine months boots on the ground in theater. Moving individual training validation in an AT status prior to mobilization would maximize boots on the ground – LTG Stulz asked rhetorically what internal capability the USAR possessed to execute training in required individual Warrior Tasks and Battle Drills. I answered – DRILL



SERGEANTS – he responded “RIGHT!” On short notice the USARC staff prepared a plan to stand up four possible USAR Regional Training Centers at Forts Hunter Liggett CA, Fort Dix NJ and Fort McCoy WI and an undetermined location in the South. In short, the 108th provided Drill Sergeants and a Battalion HQ for C2, the 84th provided a Small Arms Readiness Group (SARG) contingent, plus additional staff to round out an O-6 RTC Task Force for each location. The 108th Training Command was given C2 as the USARC executive agent and created an internal Task Force on August 2, 2007, hence TF 802, under the command of COL Keith Smith, former G3 of the 108th Training Command. Through herculean efforts the USARC staff provided sufficient resources, albeit just in time, and training commenced in November 2007 at Fort Hunter-Liggett. As a result of the RTC mission, the average post-mobilization training by First Army for USAR units is now less than 30 days, thereby enabling the USAR to sustain the ARFORGEN training model.

FROM STRATEGIC ASSET TO OPERATIONAL FORCE

With the 108th Training Command OPCON to TRADOC on October 1, 2009, it was important to set the stage for a change in mission execution. Having demonstrated in multiple proofs-of-principle the capability of USAR IET units to mobilize and execute missions in the Army Training Centers, it was time to bring the USAR force in line

with the same ARFORGEN process envisioned by the USARC for deploying MTOE units. By eliminating the AT based Echo Company missions the USAR IET force could execute training base expansion missions by mobilizing up to twenty percent of its force on an annual basis. This scenario would be a win for TRADOC by eliminating the distractions and turbulence associated with swapping out units every two weeks, and a win for the 108th IET units by maintaining RC unit integrity and giving RC Drill Sergeants ownership of at least two BCT cycles from start to finish. The long poles in the tent were whether we could improve our qualified Drill Sergeant strength, which we did, and whether funding and legal authorities to access the Reserve Component on a routine predictive basis can be resolved. With the strong support of TRADOC, in particular the TRADOC DCG (Initial Military Training) LTG Mark Hertling, these prospects look bright as future Echo Company missions are to be eliminated and the 108th Training Command (IET) is postured to conduct future missions IAW ARFORGEN as an operational force.

The 108th Training Command continues to be a force provider for Foreign Military Training and based on its experience with deployments in support of FA-TRAC in Iraq the Afghan National Army, and the OPM-FSF in Saudi Arabia, it is postured to expand these missions as an enduring training capability for Combatant Commanders.



FINAL END STATE? – RIGHT...

To provide the USAR with a collective training and validation capability, in late September 2009 USARC ordered the conversion of the 84th ARRTC to a Training Command (Unit Readiness). The 108th Training Command was directed to transfer OPCON of the RTCs to the 84th TC effective 1 October 2009 with full C2 by 1 October 2010. Likewise, the 84th TC was directed to divest its Officer Education System (OES) TASS battalions and one brigade to the 80th Training Command (TASS) and the 104th Division (LR) together with all ROTC structure consisting of two Brigades and six battalions to the 108th Training Command, with OPCON effective 1 October 2009 and full C2 on 1 October 2010. Given the increasing level of training support requirements to the ROTC Warrior Forge summer training for cadets as well as the Leader Training Course at Fort Knox, the IET Brigade Training Support Battalions were re-organized by the 108th to be more flexible in executing training requirements and will be assigned to the 104th Division (ROTC) effective 1 October 2010.

If, as Shakespeare wrote in *The Tempest*, “What’s past is prologue” then I wouldn’t bet on the history of the 108th Training Command

pointing to a static organization in the future. Change is in the genetic code of the 108th Training Command and future missions will dictate force structure since form follows function.

ITS ALL ABOUT PEOPLE

As much as the Army seems process-oriented and systems-centric, in the end, its all about people. In the midst of far reaching transformation and ongoing missions, the Soldiers and FTS staff of the 108th Training Command (IET) have repeatedly demonstrated unparalleled professionalism and willingness to challenge and improve the system to take care of Soldiers and their families. In particular, the 108th “Fort Family” family support program has garnered five DOD family Readiness awards, two Secretary of the Army Quality of Life Awards and is in the process of being adopted for application USAR wide. The Staff Judge Advocate section has won the Chief of Staff’s legal services award for nine years in a row. Our Chaplains have provided



*Division (IET) Change of Command, March 2009, BG Rob Stall, COL(P)
Dave Conboy; MG Mallory*



exceptional spiritual comfort and guidance to Soldiers and families in every conceivable circumstance. The collective efforts of the staff, and in particular the business transformation office, garnered two winning Army Community of Excellence Awards.

For me personally, the relationships I have had with mentors, superiors, peers and subordinates have defined my years of service and shaped who I am as a person. I can't begin to thank all those who have made this journey so memorable, but I do give thanks to God that I have been privileged to walk it with you. In that spirit, I want to pay special tribute to our eleven fallen comrades, and especially CSM Rudolf Tillman who passed after redeploying from Iraq.

I salute all of the Soldiers, past, present and future, of the 108th Training Command (IET).

VICTORY STARTS HERE!

Acknowledgements

This book would not have been possible without the extraordinary efforts by the Editor, LTC Voris McBurnette, whose expertise as a historian, ability to translate a vision into reality and single-minded determination to overcome all obstacles have resulted in publication of this work.

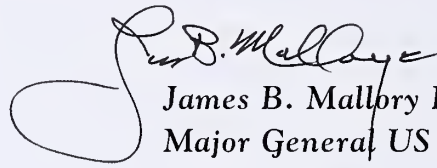
The funds to publish book this would not have been available but for dedicated efforts of the 108th Training Command staff who in the midst of multiple missions and reorganizations took up the challenge to compete in the Army Community of Excellence (ACOE) competition, winning cash awards two years in a row sufficient to build the Memorial to our Fallen Comrades, a Museum to honor our history, and finally to compile and print this history. In the ACOE effort, special thanks are due to COL (Ret) Jim Moore and CXO Larry Cruz who drove the effort, BG David Weeks and LTC Wade Woodring who spent long hours shaping our first ACOE submission; and the staff ACOE team leads and Business Transformation Office, especially Ms Barbara Kent, who likewise took the second submission to the next level. Of particular note, the command benefited incalculably in the ACOE from the efforts of COL (Ret) Danny Hill as the driving force behind the 108th's award winning "Fort Family" family support program. Photos in this section courtesy of JDedmonPhoto.

I do want to pay tribute to the 108th Division Command Teams, especially MGs Gantt, Goldsmith, Robertson and McCartney, who provided inspired and caring leadership through the years that have made the 108th Training Command (IET) the cutting edge organization it is today. On a personal note I want to acknowledge DCG's BG Karlynn O'Shaughnessy, BG Dwayne Edwards and ADC COL Tim Welch



who hoisted many burdens on their shoulders to free me up to engage other issues. Personal mentors COLs Wade Ison, Jim Cardo, Harry Boles, Julian Dew, Ron Elliott and Bobby Ervin inspired me to stretch. I also want to thank my Aides, CPT Debra Graham, CPT Shawn Meredith and CPT Tom Crane, and SGS MAJs Gerald Ostland, Trina Tilque and Jimmie Niblett-Bethel who helped keep me personally on task and on target for seven hectic years, as well as CSMs Dwiggins, Nance, Rule, Castille and Payne and the many other NCO's who worked overtime to keep me professionally grounded as a Soldier for 33 years. The long-time professional and personal friendships of 108th Soldiers MG Chip Luckey, BGs Blake Williams and Dave Puster and COL's Bill Keeter, Suzanne Newton, Jim Moore, Sam Canipe, John Glover, Wayne Barr, Keith Smith, Karl Voigt, Ray Royalty, Fred Woerner and LTC Richard Starnes were a continual inspiration to soldier on.

Finally, I want to thank every Soldiers' family, including mine, who with equal measures of grace and support allow us to serve the Nation and our great Army.


James B. Mallory III
Major General US Army
Commanding



Endnotes

1. The Army did have a fictitious 108th Infantry Division during World War II, which had a shoulder insignia different from that of the seven-sided Golden Griffin patch. Intelligence operatives used this notional organization to trick the Germans into overestimating the size of Allied ground forces. The highest-numbered U.S. division of the Second World War that actually had people was the 106th.
2. 108th Division file, Fort Jackson Museum.
3. John D. Winkler, "Restructuring the Total Army School System," Prepublication Copy, August 1995. Generally referred to as the Rond Report.
4. Memorandum from CG, 108th, for CDR, FORSCOM, dtd. 16JAN96, subject: Semi-Annual Report.
5. Rond Report; Videocassette recording of TASS AAR, 9-10 December 1995; memorandum from CG, 108th DIV, to CDR, FORSCOM, dtd. 16JUL95, subject: semi-annual report.
6. Semi-Annual report dtd. 16JAN96.
7. VCR of TASS AAR, Tape C.
8. "Eight 108th Units Are Inactivated," Griffin, Spring 1995, p. 17; Although TDA changes called for inactivation of the units in October 1994, the actual closing of colors did not take place until January 1995.
9. Memorandum from CG, Fort Jackson, for CG's, 80th and 108th Divisions, dtd. 17MAR95, subject: RC Training Company Methodology.
10. Semi-Annual Reports, 16JUL95, 16JAN96; see IET Production Reports; see also Griffin, Fall 1995, pp. 5-6.
11. Semi-Annual Report, dtd. 16JAN96; see TSB reports.
12. Input of DCSRM Section for 108th Division 1995 Historical Summary; see Chapter III.
13. Memorandum from CG, 108th, for CDR, USARC, dtd. circa. JUN95, subject: Effect of FTS TDA Turmoil on Divisions (IT); ; memorandum for record from CXO, 108th, dtd. 11JUN96, subject: History of DIVIT FTS TDA Changes in FY95; Semi-Annual Report, dtd. 16JAN96.
14. Input of DCSLOG Section for 108th Division 1995 Historical Summary.
15. Input of DCSIM Section for 108th Division 1995 Historical Summary.
16. Input of DCSPER Section for 108th Division 1995 Historical Summary.
17. Ibid, pg.35.
18. The Griffin, spring 1996, p. 22.
19. The three institutions are the University of Central Florida in Orlando, the Georgia Institute of Technology in Atlanta, and the University of South Carolina in Columbia.
20. Semi-Annual Report, dated 16, January 1997.
21. Semi-Annual Report, dated 16, January 1997.
22. The term "displacement" once meant that an entire Reserve Component unit replaced an Active Component one. The displacement was either "vertical" or "horizontal." This definition no longer holds true since the Echo Company concept replaced PROTRAIN. Displacements in 1997 were more piecemeal than in the past. Commanders do not necessarily agree as to what constitutes a displacement. Consequently, the Semi-Annual Report (dated 15 January 1998).
23. See semi-annual reports, p. A-26.
24. Memorandum from CSM John E. Rucynski to MG Borotz, SUBJECT: Trip Report-After Action Report: Fort Gordon, GA (26-31 August 1997), 10 September 1997.
25. See semi-annual reports, p. A-4, for a detailed breakdown of schools production.
26. Memorandum for Commanders, Division (Institutional Training) Commands from Paul M. Vilcoq II, USARC DCSFOR, Subject: Staffing Study Analysis, Division (Institutional Training), 17 October 1997. Document too massive to include in this volume. Division copy on file with DCSCOMPT.
28. See semi-annual reports, p. B-12.
29. In 1999, the brigade headquarters was moved to San Juan, Puerto Rico.
30. These preparations turned out to have been unnecessary. The training base expansion did not occur in 1999 and at this writing was not expected to take place in 2000 if Army recruiting levels remain low.
31. The semi-annual report dated 29 January 1999 states that the division completed only one Echo Company mission. This statement is inaccurate. The First and Second Brigades each completed two.
32. This situation was remedied.
33. Memorandum from Commander, 108th Division (IT) for Commander, USARC SUBJECT: Staffing Study Analysis, dated 19 February 1998.
34. Subsequently renamed the Community Outreach Program.
35. Comparative data for the previous year is unavailable.



36. Conversation with LTC Danny R. Hill, Executive Officer, Third Brigade (CS), 21 October 2000. Lieutenant Calanel Hill was commander of the TASS Signal Battalion during CY99.
37. First United States Army Permanent Orders 291-2, 18 October 2001.
38. TRADOC Memorandum dated 23 November 1999, SUBJECT: Mobilization Mission Statement; 108th Division Operations Plan 500-2.
39. This information comes from personal conversations on 20 and 21 March 2001 with MAJ James Doniels, the DCSOPS Mobilization Officer. According to MAJ Daniels, a major reason why drill sergeants from the 2-323rd in Lumberton, North Carolina, were sent instead of ones from the more geographically proximate 1-321st at Fort Jackson, was that the latter had a higher strength of qualified drill sergeants who might be needed in the event of a partial mobilization. See also the printed e-mail from Mr. Donald Baucom (USAR FORCE PROGRAMS) to DIVIT CXOs, dated 19 October 2001, Subject: FW: TBE PKG #2.
40. 108th Division Memorandum Dated 9 January 2002, SUBJECT: 108th Division (IT) Mobilization After Action Review (AAR).
41. For additional information about the mobilization see The Griffon, Fall 2001 and Winter 2002 issues. Appendix A contains a listing of all mobilized soldiers taken from TAPS-DBR. It also contains a copy of the operations plan and printed copies of the following e-mail messages: MG Robertson to 108th DIVIT brigade commanders, dated 30 October 2001, Subject: CG Guidance; Mr. Donald Baucom (USAR FORCE PROGRAMS) to DIVIT CXOs, dated 19 October 2001, Subject: FW: TBE PKG #2; BG Charles McCartney to MG H. Douglas Robertson, dated 22 October 2001, SUBJECT: Re: Clarification of TBE#3; BG Charles McCartney to MG H. Douglas Robertson, dated 29 October 2001, subject: Re: Mobilized Soldiers; MG H. Douglas Robertson to MG Craig Bambrough, dated 12 November 2001, Subject: MOB Visit Sitrep.
42. "Battle Plan Objectives Revised for Goal Realization," The Griffon, Summer 2001, p. 3.
43. Monthly Strength and Qualification Reports, January and December 2001 (from TAPS-DBR).
44. 108th Division Memorandum dated 10 September 2001, SUBJECT: State of the 108th Division (Institutional Training), January-July 2001; personal conversation with SFC Clarence Johnson, Division Retention and Transition NCO, 21 March 2002.
45. Monthly Strength and Qualification Reports, January and December 2001 (from TAPS-DBR).
46. 108th Division Memorandum dated 10 September 2001, SUBJECT: State of the 108th Division (Institutional Training), January-July 2001.
47. Monthly Strength and Qualification Reports, January and December 2001 (from TAPS-DBR).
48. Drill Sergeant School Stats; 108th Division Drill Sergeant School Memorandum, dated 12 July 00, Subject: Drill Sergeant School Graduation/Application Status Report, June 1996 thru August 2000; Class 1-01 Drill Sergeant Graduation Ceremony Held," The Griffon, Summer 2001, p. 23; "Thirty Drill Sergeants Graduate," The Griffon, Winter 2002, p. 17.
49. "Drill Sergeant Candidate Training Company Starts," The Griffon, Fall 2001, p. 20; "Seven of Seven Earn Drill Sergeant Hats at 3-485th," The Griffon, Winter 2002, p. 14.
50. 108th Division Memorandum dated 17 January 2002, Subject: Unit Relocations; "108th Division Units to Relocate Within Two Years," The Griffon, Spring 2001, p. 39; "Four Georgians Prepare Ft. Benning for 108th Flog," The Griffon, Winter 2002, p. 36.
51. 2001 Annual Historical Summary, 108th Division DCSOPS.
52. "108th Personnel Key to Success of Basic Training Partnership Mission," The Griffon, Spring 2001, p. 28; "3-485th Continues Partnership with 2-60th," The Griffon, Winter 2002, p. 40; printed e-mail from MG Robertson to DIVIT Commanders and 108th DIVIT General Staff, dated 23 January 2001, Subject: Request for Extra Echo; printed e-mail from BG McCartney to MAJ William Ayers, dated 27 November 2001, Subject: AC/RC Conference AAR.
53. 2001 Annual Historical Summary, DCSOPS.
54. 2001 Annual Historical Summary, DCSOPS; for examples of TASS annual training, see "Students Learn How to Prepare, Move Cargo" in The Griffon, Fall 2001, p. 37; "Chaplain Assistant Courses Conducted by 4th Brigade," The Griffon, Fall 2001, p. 31; and "108th Trains Support Specialists in Puerto Rico," The Griffon, Spring 2001, p. 20.
55. 2001 Annual Historical Review, 108th Division DCSOPS; personal conversation, Mr. Ronald Miller, 108th Division DCSOPS School Section, 20 March 2002; printed e-mail from BG McCartney to MG Robertson, dated 17 December 2001, Subject: Re: 8th Bde Accreditation REVISED.
56. "Jacksonville Army Reserve Center Rededicated," The Griffon, Summer 2001, p. 16. Information about Charlotte and Tompa distance learning centers comes from personal conversation with Mr. Ronald Miller, 108th Division DCSOPS School Section, 20 March 2002. A third distance learning site was established during early 2002 at Charlotte, NC.
57. 2001 Annual Historical Review, 108th Division DCSOPS.
58. 2001 Annual Historical Review, 108th Division DCSOPS; 108th Division Memorandum dated 10 September 2001, SUBJECT: State of the 108th Division (Institutional Training), January-July 2001.
59. 108th Division Memorandum dated 10 September 2001, SUBJECT: State of the 108th Division (Institutional Training), January-July 2001.
60. "Charlie Co., 3/321st Regiment, 108th Division, trains Army Chaplains at Fort Jackson," The Griffon, Summer 2001, p. 36.
61. 108th Division Memorandum dated February 2002, SUBJECT: State of the 108th Division (Institutional Training), July 2001-January 2002; 108th Division DCSOPS Memorandum dated 21 November 2001, Subject: The Reserve Officer Association (ROA) of the United States Outstanding USAR Unit Award for FY01; 5th Bn., 3rd Bde. Earns Superior Unit Certificate," The Griffon, Summer 2001, p. 5; "5th Battalion, 3rd Brigade Boosts Success in Areas of Recruiting and Retention," The Griffon, Summer 2001, p. 28.
62. "The 2000 Army Chief of Staff Award for Excellence in Legal Assistance Awarded to the 108th Division," The Griffon, Spring 2001, p. 6; "Lt. Col. Beck Presented JAG Attorney Award," The Griffon, Summer 2001, p. 10.



63. "Col. Davenport Elected VP, Army Affairs for ROA," The Griffon, Fall 2001.
64. "Two 108th Division Soldiers Compete in the All Army Invitational Rocquetball Tournament," The Griffon, Summer 2001, p. 8.
65. "It's Time to Roise the Bor Agoin," The Griffon, Winter 2002, p. 5.
66. "108th Porticipotes in Reloy for Life Fund-Raiser," The Griffon, Summer 2001, p. 6; "108th Soldiers Shore Military Skills With Scouts," The Griffon, Spring 2001, p. 11;
67. "Frito Loy Presented Stote Choir Award for Support," The Griffon, Spring 2001, p. 24; "Two South Carolino Employers Eorn Awards," The Griffon, Fall 2001, p. 4.
68. "One Down ond Two to Gol!" The Griffon, Summer 2001, p. 14; "2001 Scholarships Awarded," The Griffon, Winter 2002, p. 23.
69. "World Wor II Veteron Receives Six Military Medols," The Griffon, Fall 2001, p. 14; according to personal conversation with MAJ James Doniels, 108th Division DCSOPS, the division supported numerous funerols for World Wor II veterons, porticularly in the oreo around Atlonto, Georgio.
70. 108th Division Strength ond Quolificotion Reports, PowerPoint presentation, Bottle Plon review 2003,
71. The Griffon, Fall 2003, p. 7.
72. For detailed biographicol information about Mojor General Robertson, see "A Different Kind of Compus Stor", University Gozette Online, April 9, 2003. Web page ot <http://gozette.unc.edu/orchives/03opr09/file4.html>. Accessed 1 June 2004
73. For biographicol information about Mojor General McCartney, see The Griffon, Spring 2003, p. 24. For biographicol information about Brigodier General Mollory, see The Griffon, Summer 2003, p.38.
74. The Griffon, Summer 2003, p.16, See also 108th Division (Institutionol Troining) Bottle Plon.
75. G-1, 108th Division (IT) Input for 2003 Historical Report.
76. PowerPoint Presentation, "108th DIV (IT) TTHS Updote (Troining), 14 September 2003.
77. Proposed Locotions Three IET Bottolion Relocotion.
78. G-1, 108th Division (IT) Input for 2003 Historical Report.
79. The Griffon, Summer 2003, pp. 24-25. 2003 Mobilizotion Tosking Roster.
80. Telephone interview conducted by Mojor Andrew H. Myers with Lieutenont Colonel Tony L. Clork, 3 June 2004. No tope recording.
81. Email from Mojor General McCartney to Brigode Commanders ond Division Stoff, Subject: Mob Status ond Plons, 10 Februory 2003. Email from Mojor General McCartney to Brigode Commander ond Division Stoff, Subject: RE Mob Status ond Plons, 11 Februory 2003. Email from Mojor Williom Ayers to division ond brigode commanders ond stoff, Subject: 108th Briefing Summory, 7 Morch 2003.
82. Clork interview. Email from Mojor Williom Ayers to Mojor James Doniels, Subject: TBE Information Reply, 2 July 2003.
83. Email from Mojor Williom Ayers to MSG John Kolosienski, SUBJECT: Revised DIVIT Support to Fort Jackson 11 Morch 2004.
84. 2003 Mobilizotion Tosking Roster.
85. The Griffon, Spring 2003, pp. 16-19.
86. The Griffon Summer 2003, pp. 44-45.
87. The Griffon, Fall 2003, pp 10, 40.
88. Excel Spreadsheet, TY03 EOY Report 2.
89. Report, LTC B. Scott Morley, Subject: 108th Division (IT)'s 2005 Annul Historical Summory, no dote. This is on excerpt from the report. The complete report is retained permonently in the US Army Reserve Historical Reseorch Collection, Office of Army Reserve History, USARC.
90. Note that the 95th Division (IT) is currently OPCON to the 108th Troining Command, but won't officiolly be under ADCON until October 2008. At thot time the 95th Division (IT) will become the 95th Division (IET).
91. "Exploiting the Transfomotion Bridgehead" Author: MG James B. Mollory III, The Griffon, Fall 2007 Issue.
92. "The New 108th Troining Command" Author: CPT Dorren Luke, The Griffon, Spring 2007 Issue.
93. 108th Troining Command (IET) Bottle G3/G5/G7 Command Brief.



Abbreviations & Acronyms

A

AA Air Ambulance
 AAFES Army And Air Force Exchange Service
 AAR After-Action Review
 ABCS Army Battlefield Command System
 ABN Airborne
 AC Active Component
 ACLS Advanced Cordic Life Support
 ACOE Army Community Of Excellence
 ACP Army Campaign Plan
 ACR Armored Cavalry Regiment
 ACS Army Community Services
 AD Armored Division
 ADA Air Defense Artillery
 ADC Assistant Division Commander
 ADC-O Assistant Division Commander For Operations
 ADC-S Assistant Division Commander For Support
 ADCON Administrative Control
 ADSW Active Duty Special Work
 ADT Active Duty For Training
 AEB Aerial Expeditionary Battalion
 AEG Air Expeditionary Group
 AEROEVAC US Air Force Medical Transport Plane
 AFRTS Armed Forces Radio And Television Station
 AG Adjutant General
 AGR Active Guard Reserve
 AGRMIS Active Guard Reserve Management Information System
 AIF Anti-Iraq Forces
 AIT Advanced Individual Training
 AMC Army Materiel Command
 AMHS Automatic Message Handling System
 AMSS Army Materiel Service And Status
 ANCOC Advanced Noncommissioned Officers' Course
 AO Area Of Operations
 AOR Area Of Responsibility
 APC Armored Personnel Carrier
 APFT Army Physical Fitness Test
 APOD Aerial Port Of Debarkation
 APS-3 Army Pre-Positioned Sets-Afloat
 APS-5 Army Pre-Positioned Sets-Southwest Asia
 AR Army Regulation
 ARCOM United States Army Command
 ARFORGEN Army Force Generation
 ARNG Army National Guard
 ARRTC Army Reserve Readiness Training Command
 ARVN South Vietnamese Army
 ASAS All Source Analysis System
 ASCC Army Service Component Command
 ASI Additional Skill Identifier
 ASR Alternate Supply Route
 AST Advisor Support Team
 AT Annual Training Or Anti-tank
 ATA Additional Training Assembly
 ATC Army Training Center
 ATK Attack
 ATLS Advance Trauma Life Support
 ATRRS Army Training Requirements And Resources System
 AUSA Association Of The United States Army
 AW2 US Army Wounded Warrior Program

B

BBC British Broadcasting Corporation

BCCF Baghdad Central Confinement Facility
 BCS3 Battlefield Command Sustainment Support System
 BCT Basic Combat Training Or Brigade Combat Team
 BCTD Battle Command Training Division
 BCTP Battle Command Training Program
 BDE Brigade
 BFITC Battle-Focus Instructor Training Course
 BFV Bradley Fighting Vehicle
 BG Brigadier General
 BIAP Baghdad International Airport
 BN Battalion
 BNCOC Basic Noncommissioned Officers' Course
 BOLC Basic Officer Leaders Course
 BOS Battlefield Operation System
 BRAC Base Realignment And Closure
 BRM Basic Rifle Marksmanship
 BSB Brigade Support Battalion

C

C&GS Command And General Staff College
 C2 Command And Control
 C4I Command, Control, Communications, Computers, And Intelligence
 CA Civil Affairs
 CAC Combined Arms Center
 CACE Coalition Analysis Control Element
 CALL Center For Army Lessons Learned
 CAOC Coalition Air Operations Center
 CAS Close Air Support
 CAS3 Combined Armed And Services Staff School
 CASEVAC Casualty Evacuation
 CAT Combat Application Tourniquet
 CAT-A Civil Affairs Team Alpha
 CAV Cavalry
 CBT Combat
 CCCI Central Criminal Court Of Iraq
 CCMET Core Capability Mission Essential Tasks
 CDR Commander
 CENTCOM US Central Command
 CERP Commander's Emergency Response Program
 CF Coalition Forces
 CFACC Combined Forces Air Component Command
 CFLCC Combined Forces Land Component Command
 CG Commanding General
 CGSC Command And General Staff College
 CGSOC Command And General Staff College
 CH Choplain
 CHRRP Commander's Humanitarian Relief And Reconstruction Projects
 CI Counterintelligence
 CIA Central Intelligence Agency
 CID Criminal Investigation Division
 CIF-ISM Central Issue Facility Installation Support Module
 CJ2 Intelligence Section At Combined Joint Staff
 CJ2X HUMINT Staff Officer At Combined Joint Staff
 CJ3 Operations Section At Combined Joint Staff
 CJ4 Logistics Section At Combined Joint Staff
 CJ5 Plans Section At Combined Joint Staff
 CJ6 Communications Section At Combined Joint Staff
 CJ7 Engineer Section At Combined Joint Staff
 CJ8 Resource Management Section At Combined Joint Staff
 CJ9 Civil-Military Operations Section At Combined Joint Staff



CJI Persannel Section At Combined Joint Staff
 CJSOTF Cambined Joint Special Operation Task Force
 CJSOTF -West Cambined Joint Special Operations Task Force-West
 CJSOTF-AP Cambined Joint Special Operations Task Force-
 Arabian Peninsula
 CJSOTF-North Cambined Joint Special Operations Task Force-
 North
 CJTF Combined Joint Task Force
 CJTF-7 Combined Joint Task Force-7
 CJTF-Iraq Combined Joint Task Force-Iraq
 CJTF-IV/CJTF-4 Combined Joint Task Force-IV/4
 Class III B Petroleum, Oil Lubricants (POL)
 Class IX Repair Parts For Weapons And Equipment
 CLC Campony Leadership Course
 CLRP Cammond Logistic Review Program
 CLS Combot Lifesovers
 CMATT Coolitian Military Assistance Training Team
 CMD Commond
 CMETL Care Mission Essential Task List
 CMH Center Of Military History
 CMO Civil-Military Operations
 CMOC Civil Military Operations Center
 CMT Committee
 CMTC Combat Moneuver Troining Center
 CNA Computer Network Attack
 CNN Cable News Network
 CNO Computer Network Operations
 CO-ADOS Contingency Operations - Active Duty For
 Operational Support
 CO2 Consideration Of Others
 COG Center Of Gravity
 COIN Counterinsurgency
 COL Colonel
 COMCAM Combat Camera
 COMMZ Communicotians Zane
 COMSEC Cammunications Security
 CONPLAN Concept Plan
 CONUS Contiguous Or Continental United States
 CORDS Civil Operations And Rurul Development Support
 Program
 COS Chief Of Staff
 COSCOM Carps Support Cammond
 COST Contemporary Operations Study Team
 CP Cammand Post
 CPA Caalitian Pravisional Authority
 CPATT Caalitian Police Assistance Training Team
 CPIC Combined Press Information Center
 CPOF Cammand Post Of The Future
 CPT Captain
 CSB Carps Support Battolion
 CSC Combat Stress Control
 CSCT Combat Stress Control Team
 CSH Combat Support Hospital
 CSI Combat Studies Institute
 CSM Cammand Sergeant Major
 CSS Combat Service Support
 CSSCS Combat Service Support Control System
 CTASC Corps Theater ADP Service Center
 CTC Combot Training Center Or Codre Trainer Course
 CTR Center
 CTT Common Task Force
 CWO Chief Warrant Officer
 CXO Civilion Executive Officer
 CY Calendor Year Or Current Year

D

DA Department Of The Army
 DAC Department Of The Army Civilian Or District
 Advisory Council

DAHAC Department Of The Army Historical Advisory
 Committee
 DAMPS Department Of The Army Mobilization Processing
 System
 DB CSS Distribution-Based Combat Service Support
 DBE Department Of Border Enforcement
 DBL Distribution-Based Logistics
 DCIS Defense Criminal Investigative Services
 DCS Deputy Chief Of Staff
 DCSFOR Deputy Chief Of Staff, Force Development
 DEERS Defense Enrollment Eligibility Reporting System
 DEPTempo Deployment Tempa
 Det Detachment
 DFAS Defense Finance And Accounting Service
 DFI Development Fund Of Iraq
 DHL Dalsey, Hillblam And Lynn
 DIA Defense Intelligence Agency
 DIF Division Interragation Facility
 DIMHRS Defense Integrated Military Human Resources
 System
 DISCOM Division Support Command
 Div Division
 DIVARTY Division Artillery
 DIVIT Division Institutional Training
 DJMS Defense Joint Military System
 DLA Defense Logistics Agency
 DMETL Directed Mission Essential Task List
 DMOSQ Duty Military Occupational Specialty Qualification
 DNBI Disease And Nonbattle Injuries
 DOD Department Of Defense
 DOE Department Of Energy
 DOJ Department Of Justice
 DOS Department Of State
 DOTMLPF Dactrine, Organization, Training, Materiel,
 Leadership And Education, Persannel And Facilities
 DOW Died Of Their Wounds
 DP Denial Point
 DPTN Directorate Of Plans, Training, And Mobilization
 DREAR Division Rear
 DS3 Disabled Soldier Support System
 DSPD Defense Support To Public Diplomacy
 DSPP Drill Sergeant Partnership Program
 DSS Drill Sergeant School
 DST Division Support Team
 DTAC Digital Training Access Center
 DTS Defense Travel System
 DVIDS Digital Video And Imagery Distribution System

E

EAD Echelons Above Division
 ELAS Enterprise Level Application Software
 EMT Emergency Medical Technician
 EN Engineer
 EO Equal Opportunity
 EOC Emergency Operation Center
 EOD Explosive Ordnance Disposal
 EPW Enemy Prisoner Of War
 ESB Enhanced Separate Brigade
 ESGR Employer Support Of Guard And Reserve
 ETAC Enlisted Terminal Attack Controller
 ETC And Sa Farth
 EUCOM US European Command
 EW Electronic Warfare

F

FA Field Artillery
 FA-TRAC Foreign Army-Training Assistance Command
 FAR Federal Acquisition Regulation



FBCB2. Force XXI Battle Command, Brigade And Below
 FBI Federal Bureau Of Investigation
 FCS Future Combat System
 FEST Forward Engineering Support Team
 FLE Forward Logistics Element
 FLN Algerian National Liberation Front
 FLP Foreign Language Program
 FM Field Manual
 FMTV Family Of Medium Tactical Vehicles
 FOB Forward Operating Base
 FOC Full Operational Capability
 FOO Field Ordering Officer
 FORSCOM Forces Command
 FOUO For Official Use Only
 FP Force Protection
 FPS Facilities Protection Service
 FRAGO Fragmentary Order
 FRE Former Regime Elements
 FRG Family Readiness Group
 FSB Forward Support Battalion
 FSO Fire Support Officer
 FST Functional Support Teams or Forward Surgical Team
 FTS Full Time Support
 FTX Field Training Exercise
 FWD Forward
 FWF Former Warring Factions
 FY Fiscal Year

G

G1 Personnel Section At Corps And Division Staff
 G2 Intelligence Section At Corps And Division Staff
 G3 Operations Section At Corp And Division Staff
 G4 Logistics Section At Corps And Division Staff
 G5 Plans Section At Corps And Division Staff
 G6 Communications Section At Corps And Division Staff
 G7 Finance Section At Corps And Division Staff
 G8 Intelligence Section At Corps And Division Staff
 GA Ground Ambulance
 GAO General Accounting Office/Government Accountability Office
 GFAP General Framework Agreement For Peace
 GIS Geographical Information System
 GMET General Mission Essential Tasks
 GO General Officer
 GPS Global Positioning System
 GRD Gulf Region Division
 GSA General Services Administration
 GTMO Guantanamo Bay, Cuba
 GWOT Global War On Terrorism

H

H.R. House Resolution
 HHB Headquarters And Headquarters Battery
 HHC Headquarters And Headquarters Company
 HHD Headquarters And Headquarters Detachment
 HMMWV High-Mobility Multipurpose Wheeled Vehicle
 HQ Headquarters
 HUMINT Human Intelligence
 HVT High-Value Target

I

i.e. That Is
 I/R Internment/Resettlement
 IA Iraqi Army
 IACC Iraqi Anti-Corruption Council
 IAF Iraqi Armed Forces

IAG Iraqi Advisory Group
 ICDC Iraqi Civil Defense Corps
 ICG International Crisis Group
 ICITAP International Criminal Investigative Assistance Training Program (JOD)
 ICRC International Committee Of The Red Cross
 ICRP Interrogation And Counter-Resistance Policy
 ICTF Iraqi Counterterrorist Force
 ID Infantry Division
 IDT Inactive Duty Training
 IED Improvised Explosive Device
 IET Initial Entry Training
 IFOR Implementation Force
 IG Inspector General
 IGC Iraqi Governing Council
 IGFC Iraqi Ground Forces Command
 IHP Iraqi Highway Patrol
 IIF Iraqi Intervention Force
 IIG Interim Iraqi Government
 ILC Iraqi Leadership Council
 IMA Individual Mobilization Augmentee
 IMIE International Mission For Iraqi Election
 IMINT Imagery Intelligence
 IMT Initial Military Training
 IN Infantry
 INA Iraqi National Accord
 INC Iraqi National Congress
 INFOSEC Information Security
 ING Iraqi National Guard
 INL Bureau Of International And Narcotics Law Enforcement (DOS)
 INSCOM US Army Intelligence And Security Command
 INT Interrogation
 INTERPOL International Criminal Police Organization
 IO Information Operations
 IOC Initial Operational Capability
 IPB Intelligence Preparation Of The Battlefield
 IPERMS Interactive Personnel Electronic Records Management System
 IPR In-Progress Review
 IPS Iraqi Police Service
 IR Internal Review
 IRC Iraqi Republican Guard
 IRL Institutional Requirement Listing
 IRR Individual Ready Reserve
 IRRF Iraq Relief And Reconstruction Fund
 ISAF International Security Assistance Force
 ISF Iraqi Security Forces
 ISG Iraqi Survey Group
 ISOF Iraqi Special Operations Forces
 IT Information Technology Or Institutional Training
 ITA Iraqi Transitional Assembly
 ITG Iraqi Transitional Government
 ITRS Individual Training And Readiness System

J

J2 Intelligence Section At Joint Staff
 J3 Operations Section At Joint Staff
 J4 Logistics Section At Joint Staff
 J5 Civil Affairs Section At Joint Staff
 JCC Joint Coordination Center
 JCC-I Joint Contracting Command-Iraq
 JCLM Joint Deployment Logistics Model
 JCP Jump Assault Command Post
 JFEC Joint Fires And Effect Cell
 JIATF Joint Interagency Task Force
 JIDC Joint Interrogation And Debriefing Center
 JIEDDO Joint IED Defeat Organization
 JIPTC Jordan International Police Training Center

JMD Joint Manning Document
 JOA Joint Operating Areas
 JPAS Joint Personnel Adjudication System
 JPOTF Joint Psychological Operations Task Force
 Jr. Junior
 JROTC Junior Reserve Officer Training Corps
 JRTC Joint Readiness Training Center
 JSLET Joint Services Law Enforcement Team
 JSOTF Joint Special Operations Task Force
 JSOTF-North Joint Special Operations Task Force-North
 JSTARS Joint Surveillance And Targeting Attack Radar System
 JTF Joint Task Force
 JTF-GTMO Joint Task Force-Guantanama Bay
 JWFC Joint Warfighting Center

K

K One Thousand
 KBR Kellag, Brown, And Root
 KDP Kurdistan Democratic Party
 KFOR Kosovo Forces
 KIA Killed In Action

L

LAN Local Area Network
 LAV (Morine) Light Armored Vehicle
 LCMR Light Countermeasures Radar
 LD Line Of Departure
 LIC Low-Intensity Conflict
 LING Linguists
 LMSR Large Medium Speed Roll-On, Roll-Off
 LMTV Light Medium Tactical Vehicle
 LOC Line(S) Of Communication
 LOG Logistics
 LOGCAP Logistics Civil Augmentation Program
 LOO Line Of Operation
 LPN Licensed Practical Nurse
 LSA Logistics Support Area
 LSB Logistic Support Base
 LT Lieutenant Or Light
 LTC Lieutenant Colonel
 LTG Lieutenant General

M

M2/3 Bradley Fighting Vehicle (BFV)
 MA Maritime Affairs
 MACV Military Assistance Command, Vietnam
 MAJ Major
 MARDIV Marine Division
 MASH Mobile Army Surgical Hospital
 MASINT Measurement And Signature Intelligence
 MATC Mobilization Army Training Center
 MCLC Mine Clearing Line Charge
 MCNS Ministerial Committee For National Security
 MDMP Military Decision-Making Process
 MEDCAP Medical Civic Action Program
 MEDEVAC Medical Evacuation
 MEF Marine Expeditionary Force
 MEK Mujahedin E-Kholq (Mujahedeen)
 METL Mission Essential Task List
 MEU Marine Expeditionary Unit
 MFO Multinational Force And Observers
 MG Major General
 MHAT Mental Health Advisory Team
 MI Military Intelligence
 MIA Missing In Action
 MIA2 Abrams Tank

MIAI Abrams Tank
 MICP Management Internal Control Program
 MII3 Armored Personnel Carrier
 MII4 Command And Reconnaissance Carrier
 MILDEC Military Deception
 MiTT Military Transition Team
 MNC-1 Multi-National Corps-Iraq
 MND-B Multi-National Division-Baghdad
 MND-CS Multi-National Division-Central-South
 MND-NC Multi-National Division-North Central
 MND-North Multi-National Division-North
 MND-NW Multi-National Division-Northwest
 MND-SE Multi-National Division-Southeast
 MND-W Multi-National Division-West
 MNF-I Multi-National Force-Iraq
 MNSTC-I Multi-National Security Transition Command-Iraq
 MOI Ministry Of The Interior
 MOOTW Military Operations Other Than War
 MOS Military Occupational Specialty
 MP Military Police
 MPAD Mobile Public Affairs Detachment
 MPF Maritime Pre-Positioning Force
 MPS Maritime Pre-Positioning Squadron
 MRD Mandatory Removal Date
 MRE Meal, Ready To Eat
 MRX Mission Rehearsal Exercise
 MSC Major Subordinate Command
 MSR Main Supply Route
 MTLB USSR Designed Armored Personnel Carrier (APC)
 MTN Mountain
 MTOE Modified Table Of Organization And Equipment
 MTS Movement Tracking System
 MURP Master Unit Relocation Plan
 MWR Morale, Welfare, And Recreation

N

NAC Neighborhood Advisory Council
 NACLC National Agency Check With Law And Credit
 NATO North Atlantic Treaty Organization
 NBC Nuclear, Biological, And Chemical
 NCNG North Carolina National Guard
 NCO Noncommissioned Officer
 NCOES Non-Commissioned Officer Education System
 NCOIC Noncommissioned Officer In Charge
 NDU National Defense University
 NEO Noncombatant Evacuation Operations
 NGO Non-Government Organization
 NIA New Iraqi Army
 NIB National Information Bureau
 NIC National Intelligence Council
 NIMA National Imagery And Mapping Agency
 NLT Not Later Than
 NPR National Public Radio
 NSC National Security Council
 NSD National Security Directive
 NTIM-I NATO Training Implementation Mission-Iraq
 NTM-I NATO Training Mission-Iraq
 NVVRS National Vietnam Veterans' Readjustment Study

O

O & F Operational And Functional
 O/O Order Of Operation
 OBJ Objective
 OCAR Office Of The Chief, Army Reserve
 OCIE Organizational Clothing And Individual Equipment
 OCONUS Outside The Continental United States
 OCPA Office Of The Chief Of Public Affairs
 OCS Officer Candidate School



ODA Operational Detachment-Alpha
 OEF Operation Enduring Freedom
 OES Officer Education System
 OIC Officer In Charge
 OIF Operation Iraqi Freedom
 OIP Organizational Inspection Program
 OLC Oakleaf Cluster
 OMAR Operation And Maintenance, Army Reserve
 OML Order Of Merit List
 ONE Operation Noble Eagle
 OP Operation
 OPCON Operational Control
 OPLAN Operational Plan
 OPORD Operation Order
 OPSEC Operational Security
 OPSUM Operational Summary
 OPTEMPO Operations Tempo
 ORHA Office Of Reconstruction And Humonitorion Assistance
 OSB Operational Support Base
 OSC-I Office Of Security Cooperation-Iraq
 OSJA Office Of The Staff Judge Advocate
 OSUT One Station Unit Training
 OWF Operation Warrior Forge

P

P3P Provincial Police Partnership Program
 PA Public Affairs
 PACOM US Pacific Command
 PAO Public Affairs Office
 PBAC Program Budget Advisory Committee
 PCO Project And Contracting Office
 PD Professional Development Or Public Diplomacy
 PERSCOM US Army Personnel Command
 PERSEC Personnel Security
 PERSTEMPO Personnel Tempo
 PFC Private First Class
 PH IV Phase IV
 PIR Priority Intelligence Requirement
 PL Phase Line
 PLDC Primary Leadership Development Course
 PLL Prescribed Load List
 PM Prime Minister
 PMCS Preventive Maintenance Checks And Services
 PMD Personnel Management Division
 PMO Provost Marshal Officer
 PMS Professor Of Military Science
 PNP Potential Non-Participant
 PO Psychological Operations Or Polish
 POC Point Of Contact
 POE Points Of Entry
 POI Program Of Instruction
 POL Petroleum, Oil, Lubricants
 POL-MIL Political-Military
 POO Point Of Origin
 POW Prisoner Of War
 PPBS Planning Programming Budget Execution System
 PROTRAIN Provisional Round-Out Training
 PRSC Presidential Select Reserve Call-Up
 PRT Provincial Reconstruction Team
 PRWEB Purchasing And Requesting Website
 PSI Personnel Security Investigative
 PSNCO Personnel Services Non-Commission Officer
 PSYOP Psychological Operations
 PTL Prehospital Trauma Life Support
 PTSD Post-Traumatic Stress Disorder
 PUK Patriotic Union Of Kurdistan
 PVT Private
 PX Post Exchange

Q

QM Quartermaster
 QRF Quick Reaction Fund
 QTR Quarter

R

R&R Rest And Recuperation
 RCAS Reserve Component Automation System
 RCT Regimental Combat Team
 REC Reception
 REG Regulation
 REGT Regiment
 REQ Required
 RET Retired
 RFF Request For Forces
 RFI Request For Information
 RFID Radio Frequency Identification
 RFO Request For Orders
 RFP Request For Proposal
 RHA Regimental Holding Area
 RIE Restore Iraqi Electricity
 RIO Restore Iraqi Oil
 RIP Relief In Place
 RMA Readiness Management Assembly
 RMT Resource Management Tool
 RO/RO Roll On/Roll Off
 ROE Rules Of Engagement
 ROPMA Reserve Officer Personnel Management Act
 ROTC Reserve Officer Training Corps
 ROW/PU Reverse Osmosis Water Purification Unit
 RPG Rocket-Propelled Grenade
 RSC Regional Support Command
 RSG Regional Support Group
 RSOI Reception, Staging, Onward Movement, And Integration
 RSS Regimental Support Squadron
 RTC Regional Training Center
 RTE Route
 RTI Research Triangle Institute
 RTS Regional Training Site

S

S1 Personal Section At Brigade And Battalion Staff
 S2 Intelligence Section At Brigade And Battalion Staff
 S2X HUMINT Officer, Intelligence Section At Brigade And Battalion Staff
 S3 Operation Section At Brigade And Battalion Staff
 S4 Logistics Section At Brigade And Battalion Staff
 S5 Civil/Military Section At Brigade And Battalion Staff
 SAMS School Of Advanced Military Studies
 SAPI Small Arms Protective Insert
 SARSS Standard Army Retail Supply System
 SASO Stability And Support Operations
 SAV Staff Assistance Visit
 SAW Squad Automatic Weapon
 SBCT Stryker Brigade Combat Team
 SCIRI Supreme Council For Islamic Revolution In Iraq
 SCP State Company For Phosphate
 SEP System Enhancement Package
 SEPSB Senior Enlisted Promotion Section Board
 SF Special Forces
 SFC Sergeant First Class
 SFOR Stabilization Force
 SGI Small Group Instructor
 SGM Staff Sergeant Major
 SGT Sergeant
 SIAD Statistical Information Analysis Division



SINCGARS .. Single-Channel Ground And Airborne Radio System
 SIPRNET Secret Internet Pratacal Rauter Network
 SJA Staff Judge Advacate
 SMS Soldier Management System
 SOCOM US Special Operations Command
 SOF Special Operations Farces
 SOP Standing Operating Pracedure
 SOR Statement Of Reasan
 SOUTHCOM .. US Sauthern Command
 SPA Strategy, Plans, And Assessment
 SPC Specialist
 SPOD Seo Port Of Deborkatian
 SQT Skill Qualification Identifier
 SRG Special Republican Guard
 SRP Saldier Readiness Prrocessing
 SSE Sensitive Site Exploitation
 SSG Staff Sergeant
 STAMIS Stondard Army Monogement Information System
 STRATCOM .. Directorate Of Strategic Communicotians (Unaffical)
 STRATPLAN.. Strtegic Plan
 SWAT Special Weapons And Tactics
 SWEAT Sewer, Water, Electricity, Academics, And Trash

T

TACOM Tank-Autamative And Armaments Command
 TACON Tactical Cantral
 TACSAT Tactical Satellite
 TAE Transformation Assessment And Evolution
 TAL Transitional Administrative Law
 TASS Tatal Or "The" Army Schaal System
 TBE Troining Bose Expansion
 TBI Troumotic Broin Injury
 TDA Table Of Distribution And Allowances
 TDC Theater Distribution Center
 TDY Temporary Duty
 TEB Toctical Exploitation Battalian
 TF Task Force
 THT Toctical HUMINT Team
 TIP Transition Integration Program
 TMEP Theater Mortuary Evacuation Point
 TNA Transitional Notional Assembly
 TNG Troining
 TOA Transfer Of Authority
 TOC Toctical Operation Center
 TOW Tube-Lounched, Optically-Tracked, Wire-Guided
 Missile
 TPFDL Time-Phosed Force And Deployment List
 TPT Tactical PSYOP Team
 TPU Traop Program Unit
 TRADOC US Army Training And Dactrine Command
 TRANSCOM .. Transportotion Command
 TRAS Transition Reodiness Assessment System
 TS Training Support
 TSB Training Support Bottalion Or Brigade
 TSC Theatre Support Command
 TSD Training Support Division
 TSIRT Theater Specific Individul Required Training
 TTP Toctics, Techniques, And Procedures
 TUAV Toctical Unmanned Aerial Vehicle
 TUSK Tank Urban Survivability Kit
 TY Training Year

U

UAE United Arab Emirotas
 UAV Unmanned Aerial Vehicle
 UCMJ Uniform Cade Of Military Justice
 UGR Unitized Group Rotions
 UH-60L Blackhawk

UIC Unit Identification Cade
 UK United Kingdam
 ULLS Unit Level Logistics System
 UMT Unit Ministry Team
 UN United Notions
 UNSCOM ... United Notions Special Commission
 UPAR Unit Public Affairs Representative
 URR Unresourced Requirements
 US United Stotes
 USA United Stotes Army
 USACAPOC .. US Army Civil Affairs And Psychological Operations
 Command
 USACE US Army Corps Of Engineers
 USAF United Stotes Air Farces
 USAID United States Agency Far International Development
 USAIOP United States Army Infarmation Operations
 Proponent
 USAR United States Army Reserve
 USARC United Stotes Army Reserve Center Or US Army
 Reserve Command
 USCENTCOM .. US Central Cammand
 USFK United States Farces, Korea
 USMC United States Marine Corps
 USO United Service Organizatians
 USS US Ship
 UXO Unexploded Ordnonce

V

VA Veterons Administration
 VBIED Vehicle-Borne Improvised Explosive Devise
 VFW Veterans Of Foreign Wars
 VIC Vicinity
 VIP Very Important Persan
 VTC Videa Teleconference

W

WAMS Worldwide Automated Messaging System
 WAN Wide Areo Network
 WFP World Food Program (UN)
 WHO World Health Orgonization
 WIA Wounded In Action
 WMD Weopons Of Mass Destruction
 WO Worront Officer
 WORKTEMPO .. Warklaad Tempa
 WPBAC Warking Program Budget Advisory Cauncil
 WWII World War II

X

XO Executive Officer

Y

Y2K Year Twa Thousand
 YTB Yearly Training Briefing
 YTG Yearly Training Guidance





The 108th Training Command's mission is to provide highly professional, trained, and ready Drill Sergeants, Instructors, Cadre and Units to conduct Initial Military Training in support of US Army Training and Doctrine Command and the US Army Accessions Command and to provide security forces assistance to train, advise and assist joint, multi-component and multi-national forces.

Our Success is built on a foundation of shared values and commitment to excellence – We are a customer-driven organization that is focused on creating value for our customers, partners, and stakeholders. We value our employees, families, civilian employers and volunteers and the services that all provide to our organization and our country. We are a learning organization that fosters an environment for innovation, empowerment and development. We are agile and focus on the future. Our leadership is visionary, manages by fact, and emphasizes innovation within a systems framework that results in performance excellence.

“Though the future is uncertain, what is certain is that the Division Soldiers will continue to be called upon to answer their country's call at a moment's notice.”

COL Suzanne M. Newton, then Chief of Staff, February 2003


“Our Soldiers reported to Fort Jackson with confidence and competence, equal to or far superior to those of their Active Component counterparts.”

COL Arthur Scott, then a LTC and commander of 3/518th

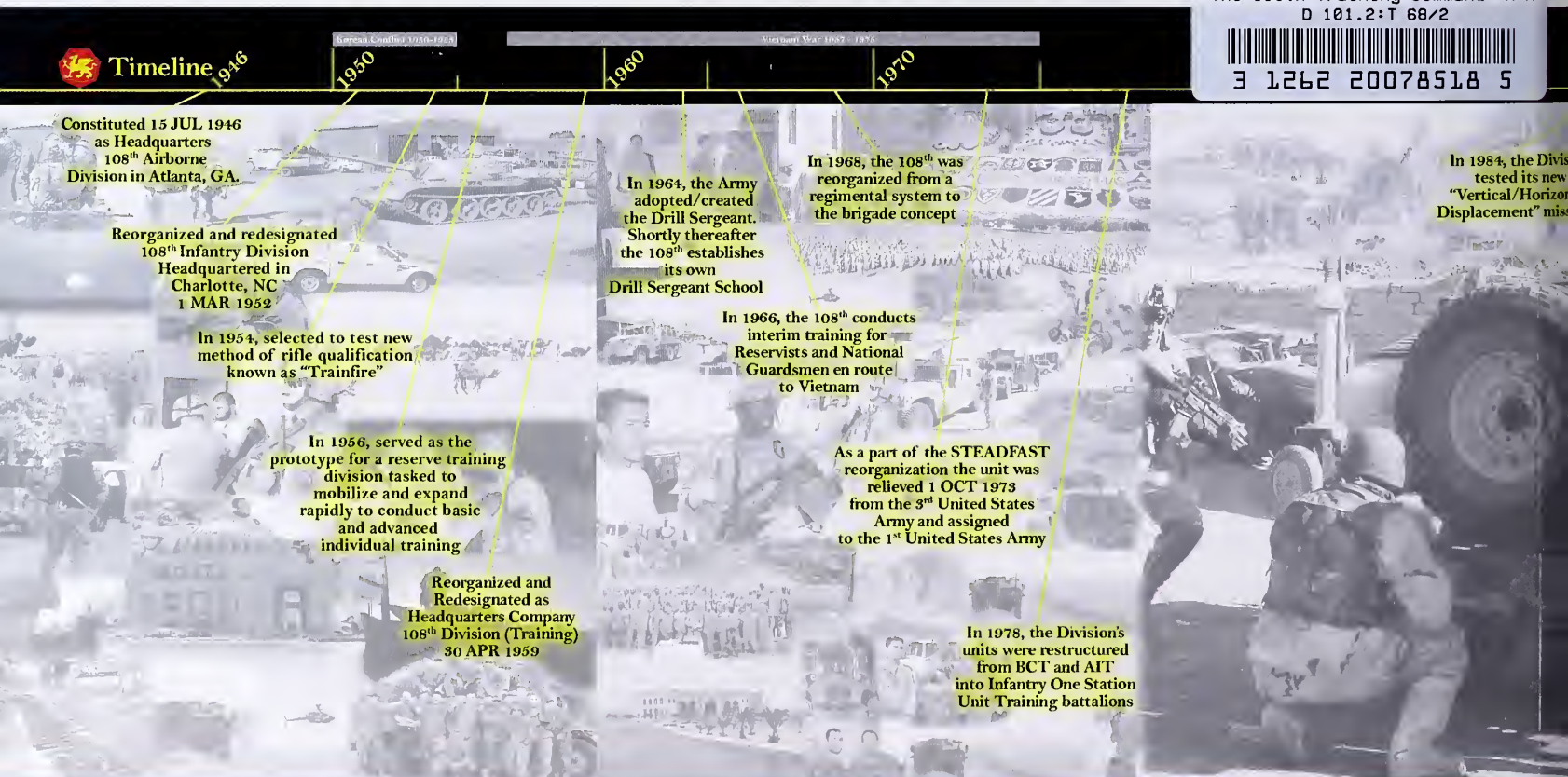
“I told you a year ago that big challenges lay ahead. A year later, I am fortunate to be standing in front of you now to say - job well done. Welcome home. Mission accomplished.”

COL Eric Smith, then a LTC and commander of 3/108th

UNIVERSITY OF FLORIDA
The 108th Training Command: A H
D 101.2:T 68/2



3 1262 20078518 5



Timeline

1946
Constituted 15 JUL 1946 as Headquarters 108th Airborne Division in Atlanta, GA.

1950
Reorganized and redesignated 108th Infantry Division Headquartered in Charlotte, NC 1 MAR 1952

1954
In 1954, selected to test new method of rifle qualification known as "Trainfire"

1956
In 1956, served as the prototype for a reserve training division tasked to mobilize and expand rapidly to conduct basic and advanced individual training

1959
Reorganized and Redesignated as Headquarters Company 108th Division (Training) 30 APR 1959

1964
In 1964, the Army adopted/created the Drill Sergeant. Shortly thereafter the 108th establishes its own Drill Sergeant School

1966
In 1966, the 108th conducts interim training for Reservists and National Guardsmen en route to Vietnam

1968
In 1968, the 108th was reorganized from a regimental system to the brigade concept

1973
As a part of the STEADFAST reorganization the unit was relieved 1 OCT 1973 from the 3rd United States Army and assigned to the 1st United States Army

1978
In 1978, the Division's units were restructured from BCT and AIT into Infantry One Station Unit Training battalions

1984
In 1984, the Division tested its new "Vertical/Horizontal Displacement" mission